

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21208/21				Title of course: Advanced Microeconomics								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present												
Number of credits: 6												
Recommended semester/trimester of study:												
Degree of study: II., N												
Prerequisites:												
Requirements to complete the course:												
Total study load (in hours):												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 0												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Lecturer:												
Course Leader: 08.04.2021 prof. Ing. Anetta Čaplánová, PhD.												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21205/21				Title of course: Advanced macroeconomics								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present												
Number of credits: 6												
Recommended semester/trimester of study:												
Degree of study: II., N												
Prerequisites:												
Requirements to complete the course:												
Total study load (in hours):												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 0												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Lecturer:												
Course Leader: 08.04.2021 Ing. Marcel Novák, PhD.												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA220152/24	Title of course: Africa in International Relations
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % semestral project, 80 % exam	
Total study load (in hours): participation in seminars 26 hrs, preparation for seminars 13 hrs, preparation of the project 13 hrs, preparation for final exam 26 hrs	
Teaching results: The aim of the subject is to acquire basic knowledge about Africa and countries in Africa, understanding their historical and geographical conditions and their consequences to the present. The subject represents a part of the world that, despite its growing importance, is seldom studied in the Slovak environment. For students of economic diplomacy, it thus completes the image of an important player in world affairs. Knowledge: a basic overview of the history of Africa in the context of world development, assessment of Africa and its individual states from the point of view of geography, economy, politics and culture, the position of Africa in the current globalized world Competencies: to understand the complexity of the development of African countries, to identify the historical causes of the current position of Africa in the world economy and politics, to identify regional specificities within Africa and their consequences Skills: the ability to critically evaluate the actions of various actors in Africa, orientation in the key and determining milestones of the development of Africa, the ability to analyze the possible future direction of African states After completing the subject, the student should: - Identify the main problems and challenges of Africa and its selected countries. - Be able to analyze and compare the situation in individual African states from an economic, political and security point of view. - Think critically and reflect on the actions of different actors in Africa.	
Indicative content: Africa's physical geography and regions in Africa. Geopolitics of Africa. The colonial history of Africa under different colonial regimes. Decolonization of Africa. The economic situation of African countries. Demography and development indicators. Natural resources in Africa. Political	

situation in African countries. The region of civil wars and armed conflicts. The status of Africa in international relations. Development assistance and investment. Slovak ODA in Africa. Migration.

Support literature:

LANGDON, Steven, RITTER, Archibald R. M. & SAMY, Yiagadeesen (2018): African Economic Development. New York, NY: Routledge. ISBN 978-1-138-91501-5.

MEREDITH, Martin (2005): The State of Africa. New York, NY: Simon & Schuster. ISBN 978-0857203886.

OLIVER, Roland & FAGE, J. D. (1990): A Short History of Africa (Sixth Edition). London: Penguin Books. ISBN 978-0140136010.

MOYO, Dambisa (2009): Dead Aid: Why Aid Is Not Working and How There Is Another Way for Africa. London: Penguin Books. ISBN 978-0-141-03118-7.

THOMSON, Alex (2004): An Introduction to African Politics (Second Edition). Oxon: Routledge. ISBN 978-0-415-28262-8.

Syllabus:

1. Africa's physical geography and regions in Africa.
2. Geopolitics of Africa.
3. The colonial history of Africa under different colonial regimes.
4. Decolonization of Africa.
5. The economic situation of African countries.
6. Demography and development indicators.
7. Natural resources in Africa.
8. Political situation in African countries.
9. The region of civil wars and armed conflicts.
10. The status of Africa in international relations.
11. Development assistance and investment.
12. Slovak ODA in Africa.
13. Migration.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 42

A	B	C	D	E	FX
64.29	19.05	7.14	9.52	0.0	0.0

Lecturer: Ing. Natália Zagoršková, PhD.

Course Leader: 04.10.2024

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21254/21	Title of course: Analysis and Prognosis in Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 30% two tests during the semester using software, 10% activity during the semester, 60% exam	
Total study load (in hours): Attendance at lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for tests during semester 26 h, preparation for the exam 52 h	
Teaching results: The aim of the course is to provide students with basic knowledge of how to apply econometrics in the analysis and forecasting of selected areas of corporate finance, public finance and international finance. 1.) Knowledge and understanding. After studying this module, student should be able to acquire: A.) Knowledge in applying the theory in selected econometric model construction for finance and public finance B.) Understanding the basic principles of econometric modelling and its application in constructing the models C.) Knowledge of making analysis and forecasts using econometrics 2.) Skills, Qualities and Competence. After studying this module, student should be able to acquire: A.) Skills in design and construction of econometric models using statistical software B.) Skills in testing and evaluation of econometric model estimation results C.) Skills in the appropriate interpretation of the model outcomes	
Indicative content: 1. Introduction. The basic approach to model-building in econometrics 2. Overview of the classical linear regression model (CLRM) and ordinary least squares method (OLS), using models for predictions 3. Analysis and prognosis of the impact of government expenditure and money supply on economy in the framework of IS-LM based econometric model. Effectiveness of monetary and fiscal policy. 4. Models of aggregate supply, Cobb-Douglas production function 5. Exchange rates models 6. Default models of companies: basic approaches and theoretical background, linear probability model and logit model.	

7. Models of sovereign credit rating
8. Analysis and prognosis of the stock market and its connection with the real economy
9. Selected issues of using regression models for analysis and prognosis

Support literature:

Brooks, Ch.: Introductory Econometrics for Finance, 3rd Edition, Cambridge, 2014.
Hall R., Taylor, J. B.: Macroeconomics, Norton & Company 1988, New York

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 18

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
16.67	0.0	0.0	16.67	11.11	22.22	16.67	16.67	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Martin Alexy, PhD., doc. Mgr. Marek Káčer, PhD.

Course Leader: 24.01.2022 doc. Mgr. Marek Káčer, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPF FPM/MME21020/21	Title of course: Analysis of Financial Markets (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 4 Per course: 52 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPF FPM/MME21018/21-Corporate Finance (in English)	
Requirements to complete the course: 30 % for homework exercises and seminar activities, 20 % practical part of the exam (solving financial problems), 50 % theoretical part of the exam	
Total study load (in hours): 156 h (attendance at seminars: 52 h; homework exercises and preparation for seminars: 32 h; preparation for Practical part of the exam with solving various financial problems: 32 h; preparation for the Theoretical part of the exam: 40 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> Acquisition of theoretical and practical knowledge of financial market instruments and learning the methods of calculating their intrinsic value. The course is primarily focused on money and capital market instruments. In addition to gaining knowledge about the financial market, its institutions, the legal framework and mechanism of its operation, students will also gain information about returns, risk and methods of evaluating specific financial instruments, as well as generally applicable knowledge - especially about moving on the timeline while calculating the intrinsic value to a specific point in time, even under changing market conditions. The given knowledge is also applicable in other related courses and fields of university study. Competence: <ul style="list-style-type: none"> Gaining a thorough overview of the financial market, its mechanism, institutions and instruments. Competence in evaluating selected financial market instruments. Comparison of advantages of various financial offers and gaining competence to make a sophisticated choice between several options. Effective management of the company's financial investments and finding new investment opportunities. Competence in the equity shares evaluation through various income methods. Skill: <ul style="list-style-type: none"> Acquisition of skills in calculating the intrinsic value of financial instruments - in particular for various money and capital market instruments. Acquiring skills to quantify the returns and risks arising from different financial instruments. Gaining skills to compare the returns of different instruments with different maturities or issued on different international markets. 	

- Obtaining new knowledge and skills usable on the financial market – especially about its individual segments, instruments and legislation.

Indicative content:

Thematic definition of seminars:

1. Theoretical part: Introduction to Financial market.
2. Theoretical part: Present value.
3. Theoretical part: Timeline, its creation and moving on it.
4. Theoretical part: Interest and interest rates.
5. Theoretical part: Money market.
6. Theoretical part: Treasury bills.
7. Theoretical part: Capital market.
8. Theoretical part: Basic variations of straight bonds with a fixed coupon rate and nominal value paid at the maturity.
9. Theoretical part: Bond innovations and the specifics of their evaluation.
10. Theoretical part: Equity shares.
11. Theoretical part: Income methods of equity share evaluation – change in growth of the company's dividends.
12. Theoretical part: Net Present Value of Growth Opportunities (NPVGO) model.
13. Theoretical part: Foreign exchange market, its basics, exchange rate systems, factors influencing the exchange rate and trading on the foreign exchange market.

Support literature:

Basic literature:

1. BLAKE, David. Financial Market Analysis. 2nd edition. Chichester : Wiley, 1999. 748 pp. ISBN 978-0-471-87728-8.
2. KOLLER, Tim - GOEDHART, Marc - WESSELS, David. Valuation: Measuring and Managing the Value of Companies. 5th Edition. McKinsey & Company Inc., 2010. 840 pp. ISBN 978-0470424650.
3. DAMODARAN, Aswath. Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. 3rd edition. Wiley finance, 2012. 992 pp. ISBN 978-1118011522.
4. EAKINS, Stanley G. Finance: Investments, Institutions, and Management. 2nd Edition. Addison Wesley, 2001. 576 pp. ISBN 978-0201721669.
5. FABOZZI, Frank. Bond Markets, Analysis, and Strategies. 9th Edition. Pearson, 2014. 816 pp. ISBN 978-0133796773.
6. MELLEN, Chris M. - EVANS, Frank C. Valuation for M&A: Building Value in Private Companies. 2nd Edition. Wiley, 2010. 400 pp. ISBN 978-0470604410.

Supplementary literature:

1. VINEY, Christopher - PHILIPS, Peter. Financial Institutions, Instruments and Markets. 8th edition. McGraw-Hill Education. 2015. 784 pp. ISBN 978-17-4307-995-9.
2. CHISHOLM, Andrew M. An Introduction to International Capital Markets: Products, Strategies, Participants. 2nd Edition. Wiley. 2009. 448 s. ISBN 978-0470758984.
3. PILBEAM, Keith. Finance and Financial Markets. 4th Edition. Red Globe Press. 2018. 526 pp. ISBN 978-02-3023-321-8.
4. ROSS, Stephen - WESTERFIELD, Randolph - JAFFE, Jeffrey - JORDAN, Bradford. Corporate Finance. 12th Edition. McGraw-Hill Education. 2019. 1040 pp. ISBN 978-12-599-1894-0.
5. TALEB, Nassim N. Antifragile: How to Live in a World We Don't Understand. Penguin UK, 2012. 519 pp. ISBN 978-1846141560.
6. VINOD D. Hrishikesh - REAGLE, Derrick. Preparing for the Worst: Incorporating Downside Risk in Stock Market Investments. Wiley-Interscience, 2007. 320 pp. ISBN 978-0471234425.

7. DAMODARAN, Aswath. Applied Corporate Finance. 4th Edition. Chichester : Wiley, 2014. 656 pp. ISBN 978-1118808931.

Syllabus:

Thematic definition of seminars:

1. Theoretical part: Introduction to Financial market. Characteristics of the financial market. Financial market intermediaries, financial instruments and the financial market mechanism. Legislation and basic definitions. Dividing the financial market into its basic segments. Financial market basic functions and current trends. International financial market. Market failures. Introduction to the valuation of financial instruments and their intrinsic value. Basics of time value of money. Future value. The basics of simple and compound interest and their differences. Interest earned on a single amount and annuity payments. Practical part: Discussion about the financial market, its individual segments. Gaining an overview of students' current knowledge of the financial market and financial instruments about which they already have theoretical knowledge or practical experience with them. Discussion about financial market failures and the reasons why it is necessary to learn how to evaluate financial instruments correctly. Exercises for calculating the interest and future value for a single deposit or regular payments.
2. Theoretical part: Present value. Discounting a single amount and annuity payments. Formulas used to calculate the present value. Relationship between present value and future value. Specific situations we can encounter when calculating the present value (growing annuity, perpetuity, growing perpetuity). Net present value. Practical part: Exercises for calculating the present value – of a single amount as well as of regular annuity payments. Variations in the calculations of the present value for cash flows with limited and unlimited maturity – exercises for calculating the present value of growing annuity, perpetuity, growing perpetuity.
3. Theoretical part: Timeline, its creation and moving on it. Basic rules for working with the timeline and formulas for calculating the time value of money. Variations of ordinary annuity - annuity due, deferred annuity, sparse annuity. Combinations of annuities, drawing specific situations on the timeline and ways of solving them. Summary of the basics and relationship between present and future value and application of acquired knowledge for financial decisions. Practical part: Working with the timeline. Calculating the present and future value to any point in time on the timeline. After mastering the timeline and rules, it is possible to solve specific problems of present and future value calculations, as well as their connection to real financial issues in practice.
4. Theoretical part: Interest and interest rates. Different types of interest rates used in the financial market. Nominal, after-tax, real, spot, forward, effective interest rates. Day count conventions used in the financial market. Theory and methods of calculating the present and future value in case of higher frequency of deposits and interest than only once a year. Practical part: Working with different types of interest rates. Conversion of nominal rate to after-tax interest rate, to real interest rate, to real after-tax interest rate. Calculation of forward rates from known spot rates and the explanation of their correlation. Conversion of the nominal interest rate to the annual effective interest rate. Calculation of future and present value in case of higher frequency of deposits and interest than only once a year.
5. Theoretical part: Money market. Definition and characteristics of the money market. Legislation. Money market price - interest and discount. Money market institutions. Basic financial instruments of the money market - Certificates of deposit, Treasury bills, Bills of exchange, Checks, etc. Certificates of deposit. Characteristics and specifics of Certificates of deposit. Formulas used in the evaluation of Certificates of deposit. Practical part: Calculations related to Certificates of deposit. Calculation of interest and future value. Annual effective interest rate (annual percentage yield). Intrinsic value of the Certificates of deposit on the secondary market. Calculation of the accrued interest and the principal. The actual rate of return for an investor and its relationship to the current market price in the secondary market.

Calculation of the holding return for an investor who held the Certificate of deposit only for a certain period of time.

6. Theoretical part: Treasury bills. Characteristics and definition of Treasury bills. Specifics of Treasury bills in Slovakia and abroad. American and Dutch auctions of Treasury bills. The difference between the discount rate, the rate of return and the investment return. Formulas used in the evaluation of Treasury bills. Practical part: Calculations related to Treasury bills. The price of Treasury bills, on the primary and secondary markets, if they are issued with the rate of return. The price of Treasury bills on both the primary and secondary markets, if they are issued with the discount rate. Calculation the discount amount for the investor - with a known rate of return as well as with known discount rate. Conversion between discount rate, rate of return and investment return. Holding return for Treasury bills.

7. Theoretical part: Capital market. Characteristics of the capital market and the main differences from the money market. Legislation. Institutions of the capital market. Capital market instruments. Bonds. Definition and specifics of bonds. Maturity of bonds and their guarantees. The relationship between the coupon rate and the investor's expected rate of return when evaluating bonds. Changes in interest rates and its impact on the bonds prices in the market. Theory of creating the investor's expected rate of return. Basics of bond evaluation. Zero coupon bonds. Perpetuity bonds. Straight bonds with a fixed coupon and a nominal value paid at the maturity. Practical part: Calculation of the investor's expected rate of return for discounting the future cash flows. Calculation of the intrinsic value of zero-coupon bonds, perpetual bonds and straight bonds with a fixed coupon and a nominal value paid at the maturity.

8. Theoretical part: Basic variations of straight bonds with a fixed coupon rate and nominal value paid at the maturity. Bonds with more frequent coupons, bonds with growing coupons and growing nominal value, bonds with skipped coupons. Rules for evaluating bonds to any day between two coupons payment. Practical part: Evaluating basic variations of straight bonds with a fixed coupon and nominal value paid at the maturity - bonds with higher frequency of coupon payments, bonds with growing coupons and a growing nominal value, bonds with skipped coupons. Evaluation of bonds to any date on a timeline.

9. Theoretical part: Bond innovations and the specifics of their evaluation. Stripped bonds, Floating rate bonds, Inverse bonds and others. Methods of measuring the bond yields. Bond risk, duration. Practical part: Exercises for the evaluation of selected bond innovations - floating rate bonds, stripped bonds, inverse bonds, and others. Measuring bond yields. Measuring the risk of bonds by calculating the duration.

10. Theoretical part: Equity shares. Stock market definitions and specifics. Legal framework for joint stock companies, rights and obligations of shareholders. Ordinary and preference equity shares. Advantages and disadvantages of issuing the equity shares for the issuer. Advantages and disadvantages of equity shares for the investor. Approaches to shares valuation and basic models. The basics of income methods applied in the valuation of shares. Models of discounted dividends for zero, constant and unequal dividend growth. Practical part: Basic calculations in income methods and application of the model of discounted dividends. Valuation of equity shares with constant and even growth based on perpetuity and growing perpetuity. Calculations and changes in the equity share value when moving on the timeline. Calculation of the equity shares value in the event of deferred dividend payments.

11. Theoretical part: Income methods of equity share evaluation – change in growth of the company's dividends. Valuation of shares with two-stage and three-stage dividend growth. Specifics of calculating the intrinsic value of shares with increasing and changing dividends to a particular year, moving on the timeline. Practical part: Application of the model of discounted dividends for unequal growth - two-stage and three-stage growth of dividends. Moving on the timeline and calculating the intrinsic value of equity shares to a specific point in time. Taking into account the changing dividends when calculating the intrinsic value.

12. Theoretical part: Net Present Value of Growth Opportunities (NPVGO) model. Model of discounted Free Cash Flows (Entity and Equity). Model of Capitalized Net Income. Model of discounted Economic Value Added (EVA). Alternative methods and options for equity shares valuation - asset approach, market approach etc. Determining the expected rate of return and the expected rate of growth for equity shares evaluation. Practical part: Calculation of equity shares value using the model of Net Present Value of Growth Opportunities, the model of discounted Free Cash Flows, the model of capitalized Net Incomes and the model of discounted Economic Value Added. Practical examples of calculating the expected rate of return and expected rate of growth for the equity shares.

13. Theoretical part: Foreign exchange market, its basics, exchange rate systems, factors influencing the exchange rate and trading on the foreign exchange market. Gold and precious metals market, ways to invest in precious metals and gold. Insurance market, specifics, supervision of the insurance market, managing the business risks. Derivatives market and its financial instruments. Practical part: Calculations related to remaining markets. Currency trading in the foreign exchange market, bid and ask prices, profit calculation. Different ways of investing in precious metals and gold, commodity market, calculations of gold purity. Insurance market and insurance premiums, selected insurance products for businesses.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 40

A	B	C	D	E	FX
10.0	10.0	15.0	15.0	15.0	35.0

Lecturer: Ing. Peter Badura, PhD.

Course Leader: 14.05.2022 Ing. Peter Badura, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21254/21	Title of course: Applied Data Analysis
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % - activity during seminars 20 % - assignments 60 % - final exam	
Total study load (in hours): Total study load: 156h Out of that: participation in lectures 26h, participation in seminars 26, preparation for seminars 26h, assignments 26h, preparation for the final exam 52h	
Teaching results: The aim of the course is to teach students the knowledge and skills related to modern methods of applied data analysis and statistical learning, including the use of R software, for conducting empirical economic research and designing research methods to solve economic problems. Upon completion of the course, students should acquire: a) knowledge of modern methods of research and data visualization, linear regression, general data analysis, and statistical learning. b) skills in working with data that they can use in their own empirical research. Additionally, they will acquire advanced skills in using modern software (R) for empirical economic research, be able to write their own functions, use functions for data visualization, and empirically estimate advanced methods of statistical learning. c) competences to design research for a given economic problem and perform data analysis. They will be competent to further develop their knowledge in data analysis and the use of modern software, understand empirical articles from applied data analysis, and be able to apply them in new contexts.	
Indicative content: 1. Introduction to the R Programming Language and Function Anatomy 2. Basic Mathematical and Statistical Concepts in Statistical Learning, Notation, and Types of Variables	

3. Introduction to Data Types, Their Loading, Cleaning, Wrangling, and Merging
4. Visualization of Categorical Data
5. Visualization of Numerical Data
6. Summarizing the Relationship Between Two (Categorical and Numerical) Variables - Linear and Non-Linear Relationships, Scatter Plots, Correlation, and Quantile Plots
7. Randomization and Randomized Controlled Experiments, Unbiasedness and Consistency of Estimates
8. Standard Errors and Confidence Intervals, Hypothesis Testing, Parameters vs. Hyperparameters, Classification vs. Regression
9. Fundamental Algorithms I: Linear Regression
10. Fundamental Algorithms II: Logistic Regression, Decision Trees, Support Vector Machine, k-nearest neighbors
11. Anatomy of Statistical Learning, Gradient Descent, Basic Variable Transformations and Algorithm Selection, Underfitting vs. Overfitting
12. Adjustment of Explanatory Variables (coding, normalization, handling missing data), Regularization, and Model Selection and Evaluation
13. Advanced Methods of Statistical Learning

Support literature:

Required readings:

Hadley, W. , Çetinkaya-Rundel, H., a Garrett ,G., 2022. R for data science. O'Reilly Media, Inc.
Burkov, A. The Hundred-Page Machine Learning Book. GitHub.

Recommended readings:

James, G., Witten, D., Hastie, T. a Tibshirani, R., 2013. An Introduction to Statistical Learning: with Applications in R. New York: Springer.

Imai, K., 2018 Quantitative social science: An Introduction. Princeton University Press.

Syllabus:

Language whose command is required to complete the course:

English, Slovak

Notes:

Assessment of courses

Total number of evaluated students: 0

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Eduard Nežinský, PhD., Ing. Tomáš Oleš, PhD.

Course Leader: 21.05.2024 doc. Ing. Eduard Nežinský, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21252/21	Title of course: Applied Econometrics: Policy Evaluation
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % - activity and tests during seminars 20 % - assignments 60 % - final exam	
Total study load (in hours): 156 (participation in lectures 26, participation in seminars 26, preparation for seminars 26, elaboration of assignments 26, preparation for the final exam 52)	
Teaching results: Knowledge Students will gain knowledge of modern methods of research design for estimating the causal effects of measures, programs and policies. Students will master and understand the estimators for pooled cross-section data and panel data, as well as the estimator of instrumental variables. Skills Students will acquire advanced skills for the use of modern software (e.g. Stata) in empirical economic research, will be able to write scripts and program more advanced analyzes. Competencies Students will be able to formulate an economic problem and propose a research design for its examination through empirical analysis, formulate hypotheses and analytically confirm or reject them. Students will be able to independently develop their knowledge in the field of econometrics and the use of modern software, will understand the empirical article on applied econometrics for policy evaluation and will be able to use them in new contexts.	
Indicative content: 1. Basic concepts, e.g. causality, bias, ceteris paribus. 2. Research design, identification strategies, estimator. 3. Randomized controlled trials. 4. Multiple linear regression. 5. Omitted-variable bias. 6. Instrumental variables. 7. IV estimator and two-stage least squares (2SLS) regression analysis.	

8. Regression discontinuity design.
9. Diff-in-Diff estimator.
10. Estimates using pooled cross-section and panel data for evaluating policy effects.
11. Synthetic Control Method.
12. Non-standard standard errors.

Support literature:

Cunningham, S., 2021. Causal inference: The mixtape. Yale University Press.

Angrist, J.D. and Pischke, J.S., 2014. Mastering 'metrics: The path from cause to effect. Princeton University Press.

Wooldridge, J.M., 2016. Introductory econometrics: A modern approach. Nelson Education.

Angrist, J.D. and Pischke, J.S., 2008. Mostly harmless econometrics: An empiricist's companion. Princeton university press.

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 10

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
40.0	0.0	0.0	20.0	30.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: prof. Ing. Martin Lábaj, PhD., doc. Ing. Erika Majzlíková, PhD.

Course Leader: 11.02.2022 prof. Ing. Martin Lábaj, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21054/21	Title of course: Banking
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 10% written work 10% semester seminar work, resp. project 10% continuous processing of tasks, worksheets resp. case studies 70% written exam Passing the course is conditioned by obtaining at least 51% of the points set for the active form of teaching and at the same time at least 51% of the points set for the exam.	
Total study load (in hours): Total study load (in hours): 26 hours of lectures 26 hours of exercises 65 hours of self-study in preparation for the exam 13 hours preparation for seminars 13 hours elaboration of a semester project, 13 hours preparation for written work.	
Teaching results: Completion of the subject "Banking" presupposes the development of key competencies in the areas of new knowledge, competencies and skills. Progress in the field of new knowledge is evident after completing the course. Students will understand the system of banking, the principles of economics and the functioning of commercial banks, individual products, operations, requirements for the stability of banks and the overall business of banks. Based on the above knowledge, students are able to solve the assigned tasks in the practice of commercial banking, acquire the basics of critical thinking and can assess the advantages and disadvantages of individual banking procedures from the bank's point of view and from the client's point of view. As part of the educational process, they will acquire such skills that will enable students to perform executive and managerial tasks related to procedures and processes in a commercial bank.	
Indicative content: 1. Banking system, characteristics of the bank as a business entity • One-tier and two-tier banking system	

- Breakdown of banks according to individual criteria
 - Organizational forms of foreign banks.
 - Banking system in the Slovak Republic and its development.
2. Business environment in banking in the context of banking regulation
- Ways of changing reserves in the banking system
 - Importance of minimum reserves in a commercial bank
 - Basic principles of regulation and supervision
 - Sectoral and functional models of supervision.
 - The impact of the external environment on the business of commercial banks and on banking regulation.
3. Balance sheet principle in banking, characteristics and composition of assets and liabilities of the bank
- Balance sheet of a commercial bank
 - Theoretical definition of the bank's assets and liabilities
 - Characteristics of basic items of assets and liabilities
 - Profit and loss statement
 - Cash flow statement, importance in valuing commercial banks.
 - Basics of accounting for costs, revenues, assets and liabilities of the bank
 - Basic approaches to valuing the bank's assets and liabilities
 - Cost and revenue management in a commercial bank.
4. Profitability, performance, efficiency of a commercial bank. Business risks of commercial banks.
- Basic indicators of efficiency, performance and profitability of a commercial bank
 - Ways to measure the profitability, performance and efficiency of commercial banks
 - Basic breakdown of banking risks
 - Liquidity risk
 - Credit-, market-, operational risk
 - Basic methods of bank risk management.
5. Capital of a commercial bank, characteristics, structure and importance of the bank's capital
- Definition of the bank's capital
 - Bank capital functions
 - Tier I-III of capital as recommended by the Basel Committee on Banking Supervision
 - The bank's capital and reserves within Basel I - III.
6. Liquidity and solvency of a commercial bank
- Defining the terms liquidity and solvency
 - Liquidity and reserves
 - Liquidity and market interest rates
 - Gap analysis
 - Liquidity gap
 - Solvency and solvency ratios
 - An example of the net value of a bank.
7. Capital adequacy of a commercial bank
- Defining capital adequacy.
 - Credit and market risks (interest rate, equity, commodity and foreign exchange risk), operational risk.
 - Capital coverage.
 - The bank's business and banking portfolio.
 - Loss coverage.
 - The role of capital in new regulatory measures.
 - Bail-in, Bail-out approaches.
8. Passive operations of commercial banks

- Forms of passive operations
 - Obtaining foreign and own resources
 - Deposit operations
 - Issuance of securities
 - Types of deposits
 - Ways to increase the bank's share capital.
9. Theoretical and economic foundations of mortgage banking
- Mortgage banking models
 - The position of mortgage banking entities
 - Basic mortgage transactions
 - Mortgage banking risks
 - 20 years of mortgages in Slovakia
 - Significant changes in mortgage banking in Slovakia after 2018.
 - Corporate social responsibility, positive examples.
 - Support of ecological and community products of banks.
10. Active operations of commercial banks. Forms and characteristics of loans
- Forms of assets and active operations
 - Credit process in the bank, procedure
 - Client creditworthiness, bankruptcy risk, fraud risk
 - The importance of loans from the bank's point of view
 - Technique of providing individual loans
 - Long-term loans and their special place in the structure of assets.
11. Payment system - tools and forms of payment system
- Breakdown of the payment system according to individual aspects
 - Cashless payment instruments
 - Interbank payments and settlement
 - TARGET2, SIPS, SWIFT
 - Innovations in the implementation of payments and in the tools of the PS
 - Current direction of development of bank payment services.
12. Foreign exchange operations of commercial banks
- Exchange rates / currency, purchase / sale
 - Foreign exchange position and exchange rate risk of a commercial bank
 - Bank's foreign exchange profit from treasury operations, accounting display in the bank.
13. Basics of investment banking
- Characteristics of investment banking operations
 - Investment financing of corporate clients.
 - Investment banking services and operations
 - Importance of investment banking.

Support literature:

1. Casu, B., Girardone, C., Molyneux, P.: Introduction to BANKING. Pearson Education Tld. 2015.
2. ROSE, P. S., Hudgins, S. C.: Bank Management & Financial Services. Nith Edition, McGraw Hill, Singapore, 2013, ISBN 978-007-132642-1 .
3. Heffernan, S.: Modern Banking. John Wiley&Sons Ltd., 2006.
4. Horvátová, E.: Bankovníctvo. Žilina, GEORG, 2009.

Syllabus:

Language whose command is required to complete the course:
english language

Notes:

Assessment of courses

Total number of evaluated students: 77

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
7.79	0.0	0.0	11.69	24.68	23.38	27.27	5.19	0.0	0.0	0.0	0.0

Lecturer: Ing. Jana Nováková, PhD.

Course Leader: 19.02.2025 prof. Ing. Eva Horvátová, CSc.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KOP OF/NOE21056/21	Title of course: Basic of Law (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Seminars: 20 %: activity in seminars 4 %, semester test result 10 %, interim verification of knowledge 6 % Result of final written examination: 80 %	
Total study load (in hours): - Workload: 78 hours - Participation in seminars: 26 hours - Preparation for seminars: 13 hours - Preparation for preliminary test: 13 hours - Exam preparation: 26 hours	
Teaching results: Learn the basics of theory rights, which allowing the graduate application rights in an environment of continuous change law. Acquire sectors priorities institutes and relationships in areas of law regulating economic relations. Knowledge and understanding: understand the importance of legal regulation of economic relations in their entirety. To acquire a basic knowledge of the theory of law, constitutional law, criminal law and its institutional security. Also selected parts of civil, labor and administrative law, private international law and European Union law. Practical skills: ability to navigate the legal system of the Slovak Republic and partly in European law character, the interpretation of the new legislation adopted during the lifetime of practice graduate. Competence: The ability to apply the rules for normal legal acts university educated economist in the economic field.	
Indicative content: Subject enables prospective college education economist acquire knowledge of jurisprudence, constitutional right SR versed in criminal law protection of the most important economic interests, provides knowledge of the courts and the prosecution and proceedings before them. Given the different content and the inclusion of items on the faculties of the EU. The content is also selected issues of professional, administrative and civil law. Another issue of the subject is a public procurement legislation, private international law and European Union law.	

Support literature:

1. WINKLER, Martin a kol. Basics of Law. Bratislava: Vydavateľstvo Ekonóm, 2020. 290 s. ISBN 978-80-225-4781-9.
2. AQUINO, Robert David. Introduction to Law. Quezon City: CentralBooks, 2020. 526 s. ISBN 978-621-02-1105-4.
3. CRAIG, Paul – DE BURCA, Grainne. EU Law – text, cases, and materials. 7th edition. Oxford: Oxford University Press, 2020. 1344 s. ISBN: 0198856644.
4. NOORTMANN, Math – GRAHAM, Luke D. The basics of international law. Manchester: Manchester University Press, 2022. 200 s. ISBN: 313204693
5. WHISH, Richard – BAILEY, David. Competition Law. 10th edition. Oxford: Oxford University Press, 2021. 1184 s. ISBN: 313204693.

Syllabus:

1. Law and its role in society, the definition of law, major legal systems, the legal system and the legal standard, the source Slovak law, normative legal acts in Slovak Republic .
2. Legal relations to be their creation, change and termination, the concept and elements of the legal relationship. Subjects of legal relations. Legal facts as likely to originate, change and termination of legal relations.
3. Realization of rights, forms of implementation of laws, the interpretation of laws.
4. Constitutional law of the Slovak Republic. Fundamental rights and freedoms of citizens, the legislature, executive, judiciary, local self-government.
5. Fundamentals of criminal responsibility and criminal protection of the economy. Forms of crime, punishment and protection measures, protection of the criminal economy, the foundations of the criminal proceedings.
6. Courts and prosecutor's office, work of some freelance in the economic field. Civil procedure, status and performance of some freelance in relation to economic activities.
7. Employment and agreements on work performed outside employment. Entities of working relationship, Employment type, a change of treatment and termination of employment, agreements on work performed outside employment.
8. Working time and rest periods, collective labor law. Working time, form and take the leave, employee participation in collective labor relations and its forms, collective bargaining and collective agreements.
9. Liability for damages in labor relations, administrative legal liability and administrative staff. The general responsibilities of the employee and the employer for damages, the extent of damages, the employer's liability for damage to stored items.
10. Administrative proceedings, the participants and the course, suspension and termination of the procedure, purpose and organization of procedure, decision, review decisions, enforcement.
11. Selected parts of civil law, property law and protecting the rental contract and insurance contract.
12. Public procurement, private international law. The notion of the subject and the norms of international private law, international private law entities, foreign entities and economic relations.
13. European Union Fundamental Rights. Characteristics of European Union law, primary and secondary Community law, the Court of Justice of the European Union, protection of human rights of the European Union, the relationship between EU law and domestic law.

Language whose command is required to complete the course:

English

Notes:**Assessment of courses**

Total number of evaluated students: 46

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
58.7	0.0	0.0	34.78	2.17	0.0	2.17	2.17	0.0	0.0	0.0	0.0

Lecturer: JUDr. Mgr. Eva Tináková, PhD.

Course Leader: 02.04.2025 JUDr. Mgr. Eva Tináková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21209/21				Title of course: Behavioral Economics								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present												
Number of credits: 6												
Recommended semester/trimester of study:												
Degree of study: II., N												
Prerequisites:												
Requirements to complete the course:												
Total study load (in hours):												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 0												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Lecturer:												
Course Leader: 09.04.2021 prof. Ing. Anetta Čaplánová, PhD.												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21255/21	Title of course: Behavioral Public Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % midterm exam, 20 % assignment, 60 % written exam	
Total study load (in hours): Lectures 26 h, Seminars 26 h, Preparation for seminars 13 h, Preparation of assignments 26 h, Preparation for midterm test 13 h, Preparation for final exam 52 h	
Teaching results: At the end of class students will have a good sense of the conceptual and empirical approaches that are currently used in successful behavioral economics research, more specific - Knowledge and Understanding, Skills, Competence: - Students will be able to interpret empirical results from research papers for a policy audience. Additional to textbook, students will read and discuss research papers in respective topics and discuss them during seminars. - They will demonstrate knowledge of key theories and policy findings from the field of behavioral public finance. In the final exam students will use this knowledge to solve the problem and reason suggested solution. - Students will be able to apply insights from behavioral economics to policy design. Each student will apply the knowledge in delivering assignments to suggest specific policy design.	
Indicative content: Traditional public finance provides a simple but powerful framework to analyze the questions discussed on the front page of the newspaper every day. This framework, however, is often criticized for relying on an overly simple model of human behavior. Behavioral economics advocates a psychologically richer perspective on human behavior for economic analysis. The course introduces this new development in public finance that not only attempts to apply psychology to public finance problems but also tries to reshape core public finance concepts such as moral hazard, deadweight loss and tax incidence.	

1. Introduction
2. Psychology and Economics (Imperfect optimization, bounded self-control and nonstandard preferences)
3. Behavioral Economics and Public Finance (How do they change the standard conclusions of public finance?)
4. Asymmetric Information (Adverse selection and moral hazard interact with behavior tendencies)
5. Externalities and Public Goods
6. Public Finance in Imperfect World - Environmental externalities
7. Poverty and Inequality
8. Taxation and Revenue
9. Behavioral Economics and Tax Compliance
10. Optimal Taxation with Behavioral Agents
11. Behavioral Economics of Education
12. Markets that Move by Beliefs

Support literature:

Congdon et al. 2011. Policy and Choice: Public Finance through the Lens of Behavioral Economics 2011, The Brookings Institution, free download: https://www.researchgate.net/publication/287239246_Policy_and_choice_Public_finance_through_the_lens_of_behavioral_economics

Hunt Allcott. 2011. "Social Norms and Energy Conservation," Journal of Public Economics, 95: 1082-1095.

Allcott, Hunt, and Judd B. Kessler. 2019. "The Welfare Effects of Nudges: A Case Study of Energy Use Social Comparisons." American Economic Journal: Applied Economics, 11 (1): 236-76.

Engström, Per, Katarina Nordblom, Henry Ohlsson, and Annika Persson. 2015. "Tax Compliance and Loss Aversion." American Economic Journal: Economic Policy, 7 (4): 132-64.

Rees-Jones, A. 2018. "Quantifying Loss-Averse Tax Manipulation." The Review of Economic Studies, 85(2): 1251–1278.

Hallsworth, M., List, J., Metcalfe, R., and Vlaev, I. 2017. "The Behavioralist as Tax Collector: Using Natural Field Experiments to Enhance Tax Compliance." Journal of Public Economics, 148: 14-31.

Feldman, Naomi E., Peter Katuscak, and Laura Kawano. 2016. "Taxpayer Confusion: Evidence from the Child Tax Credit." American Economic Review, 106 (3): 807–835.

Farhi, Emmanuel and Xavier Gabaix. 2018. "Optimal Taxation with Behavioral Agents," NBER WP 21524.

Rees-Jones, Alex and Dmitry Taubinsky. 2019. "Measuring "Schmeduling,"" Review of Economic Studies, forthcoming.

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 20

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
10.0	0.0	0.0	5.0	25.0	20.0	35.0	5.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Jana Péliová, PhD., Ing. Lukrécia Kováč Gerulová, PhD., Ing. Matej Boór, PhD., doc. Ing. Zuzana Brokešová, PhD.

Course Leader: 27.01.2022 doc. Ing. Jana Péliová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KAJ FAJ/ ERASMUS12/22	Title of course: Business English for Advanced Students I.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity at seminars – 20 % Assessment of homework -20 % The result of a final written test – 60 %	
Total study load (in hours): 26 hours – participation in the seminar 26 hours – preparation for the seminar 26 hours – preparation for written exam	
Teaching results: Learning outcomes: Knowledge: <ul style="list-style-type: none"> - acquisition of theoretical knowledge of the characteristics and basic features of the English professional language. - the student can characterise and identify the basic features of professional language in a text and knows the principles of the production of professional economic texts in theoretical and practical terms. Competences: <ul style="list-style-type: none"> - know the basic principles of the functioning of professional language, - the student can use receptive and productive language skills at the required level, - understands longer speeches and conversations; understands longer professional texts with a complex structure; can express himself/herself adequately on general and professional topics and formulate ideas and attitudes clearly, - in writing, can produce clear, well-organized, and detailed text on complex professional economic topics, demonstrating mastery of compositional techniques, connective expressions, and means of cohesion, - use flexibly and effectively the acquired linguistic knowledge, which is essential for the student's successful application in practice, for professional purposes. Skills: <ul style="list-style-type: none"> - apply the acquired skills in working with professional texts, e.g. seminar papers, final thesis, case studies, - apply appropriate linguistic strategies related to the production of professional texts (use of appropriate lexical, stylistic, morphosyntactic devices) in the target language, 	

- acquiring the ability to consciously distinguish appropriate from inappropriate linguistic devices in professional economic communication (colloquial expressions, syntactically incomplete sentences, imprecise, ambivalent expressions, etc.).

Indicative content:

- how inventors think, first impressions, networking
- production and consumption, which includes sharing, renting, reusing, repairing, refurbishing, and recycling existing materials and products for as long as possible, product lifecycle, effective working meetings, decision making, problem-solving
- financial investment, negotiations, marketing, customer relationship
- communication skills, employment trends, conflict resolution
- disruptive factors in business, business ethics, and corporate social responsibility
- brainstorming, meeting management
- case study solving, business workshop

Support literature:

Dubicka, I., Rosenberg, M., O’Keeffe, M., Dignen, B., Hogan, M. (2020) Business Partner C1. Your Employability Trainer. Harlow: Pearson Education Limited. ISBN 978-1-292-24862-2

Dubicka, I.O’Keeffe, M. Market Leader Advanced. Pearson Education Limited. 3rd edition. ISBN-13: 978-1408237038

Trappe, T., Tullis, G. (2016) Intelligent Business Advanced. Pearson Education Limited. 2016 ISBN 978-1-4082-5597-1

MacKenzie, I. (2010) English for Business Studies. A course for Business Studies and Economics students. Cambridge: Cambridge University Press, 2010. ISBN 978-0-521-74341-9

Allison, J., Appleby, R., Chazal de, E. (2009) The Business Advanced. Oxford: Macmillan. ISBN 978-0-230-02151-8

Baade, K., Holloway, Ch., Hughes, J., Scrivener, J., Turner, R. (2018) Business Results. Advanced. Oxford: Oxford University Press. 2nd edition. ISBN 978-0-19-473906-1.

Financial Times,
The Economist

Syllabus:

1st week: Characteristics of a good communicator; decisive factors in communication; types and forms of communication. 2nd week: Pros and cons of e-mail communication; telephoning with business partners. 3rd week: Trends in development of current economy; business cycle in an economy. 4th week: International marketing; company marketing strategy. 5th week: Global brands and products. 6th week: Brainstorming and its importance for success of a company. 7th week: Company and building good relationships in an organization. 8th week: Specific features of business relationships with foreign partners (e .g. China). 9th week: Networking. 10th week: Indicators of successful business; innovation as one of important conditions of success in business. 11th week: Profile of a successful entrepreneur; language and basic strategies of negotiations; grammar (tenses). 12th week: Case study. 13th week: Revision and a final test.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer:
Course Leader: 11.05.2022

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KAJ FAJ/ ERASMUS13/22	Title of course: Business English for Advanced Students II.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity at seminars – 20 % Assessment of homework -10 % The result of a final exam – 70 %	
Total study load (in hours): 78h (participation in seminars 26 h, preparation for seminars 26 h, preparation for the exam 26 h)	
Teaching results: - acquisition of theoretical knowledge of the characteristics and basic features of the English professional language. - the student can characterise and identify the basic features of professional language in a text and knows the principles of the production of professional economic texts in theoretical and practical terms. Competences: - know the basic principles of the functioning of professional language, - the student can use receptive and productive language skills at the required level, - understands longer speeches and conversations; understands longer professional texts with a complex structure; can express himself/herself adequately on general and professional topics and formulate ideas and attitudes clearly, - in writing, can produce clear, well-organized, and detailed text on complex professional economic topics, demonstrating mastery of compositional techniques, connective expressions, and means of cohesion, - use flexibly and effectively the acquired linguistic knowledge, which is essential for the student's successful application in practice, for professional purposes. Skills: - apply the acquired skills in working with professional texts, e.g. seminar papers, final thesis, case studies, - apply appropriate linguistic strategies related to the production of professional texts (use of appropriate lexical, stylistic, morphosyntactic devices) in the target language, - acquiring the ability to consciously distinguish appropriate from inappropriate linguistic devices in professional economic communication (colloquial expressions, syntactically incomplete sentences, imprecise, ambivalent expressions, etc.).	
Indicative content:	

<ul style="list-style-type: none"> - marketing strategies, data presentation, relationship building, advertising - presentation, networking, communication skills - impact of tourism on the economy, operational consulting, strategy, goals and values - conflicts in the workplace, conflict resolution - entrepreneurs, online entrepreneurship, start-ups - performance evaluation, self-assessment 					
Support literature: Dubicka, I., Rosenberg, M., O’Keeffe, M., Dignen, B., Hogan, M. (2020) Business Partner C1. Your Employability Trainer. Harlow: Pearson Education Limited. ISBN 978-1-292-24862-2 Dubicka, I.O’Keeffe, M. Market Leader Advanced. Pearson Education Limited. 3rd edition. ISBN-13: 978-1408237038 Trappe, T., Tullis, G. (2016) Intelligent Business Advanced. Pearson Education Limited. 2016 ISBN 978-1-4082-5597-1 MacKenzie, I. (2010) English for Business Studies. A course for Business Studies and Economics students. Cambridge: Cambridge University Press, 2010. ISBN 978-0-521-74341-9 Allison, J., Appleby, R., Chazal de, E. (2009) The Business Advanced. Oxford: Macmillan. ISBN 978-0-230-02151-8 Baade, K., Holloway, Ch., Hughes, J., Scrivener, J., Turner, R. (2018) Business Results. Advanced. Oxford: Oxford University Press. 2nd edition. ISBN 978-0-19-473906-1. Financial Times, The Economist					
Syllabus:					
Language whose command is required to complete the course: English					
Notes:					
Assessment of courses Total number of evaluated students: 0					
A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0
Lecturer:					
Course Leader: 11.05.2022					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA25057/25	Title of course: Business Marketing (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: - 10 % - continuous semester evaluation - 10 % - semester seminar project - 80 % - written exam	
Total study load (in hours): - Workload: 130 hours - Attendance at lectures: 26 hours - Participation in seminars: 26 hours - Preparation for seminars: 10 hours - Processing of the semester project: 10 hours - Preparation for written knowledge verification: 10 hours - Exam preparation: 48 hours	
Teaching results: By completing the course, students gain knowledge about the characteristics of business markets, their differences from consumer markets, the current perception of value creation in supply chains as the basis of modern business marketing, along with dynamic changes in inter-company relations in the conditions of Industry 4.0. They will become familiar with the purchasing system in the enterprise, with the essential activities and decisions of the enterprise when purchasing all types of inputs to the enterprise. They will gain knowledge about the organization and management of sales in the enterprise, about sales planning systems and business activities, about the connection of market demand development with processes in the enterprise and the purchasing system; about the role, content and goals of business negotiations, about the roles and activities of sales personnel in purchasing and selling, about the evaluation of sales performance in the enterprise. Graduates of the course will be able to implement the necessary activities and decisions that are part of the enterprise's purchasing system, be able to communicate and cooperate with internal partners and customers. They will understand how to predict the development of sales of company products and process sales plans, along with the connection to the creation of a purchasing plan, taking into account the specifics of processes in individual companies. They will learn how to formulate market offers, how to negotiate and build business relationships from the positions of buyers and sellers of the company, communicate with business partners in distribution channels and customers.	

They will be able to process customer portfolio analyses, monitor customer profitability and the development of the customer cycle value.

By successfully completing the course, students will acquire competencies that will enable them to apply themselves to commercial and business-managerial positions in all types of companies within purchasing activities, marketing activities, and positions in sales departments. They will be able to solve problems of a strategic and operational nature within the business activities of the company. They will acquire professional adaptability to changes in business relationships and an appropriate degree of flexibility in responding to dynamic changes in business partners, and they will adopt a proactive approach to both the supply and demand markets.

Indicative content:

Development of business marketing, differences from consumer marketing; characteristics of business markets. Value creation and value delivery in the business environment; value creation process, linear, circular economy, SCM/CSCM concept, digitalization and robotization, industry 4.0. Inter-business relations and business networks; supplier layering, forms of business cooperation. Business purchasing decisions and organization of the business purchasing system; business purchasing policy, company needs and the connection between market demand and purchasing in the company, resource planning and securing resources. Implementation of business relationships in purchasing in the company, purchasing risks; bid evaluation, purchase price, evaluation of suppliers and purchasing performance, purchasing negotiation, e-purchasing, internal customers in the company. Creation of the market offer, market segmentation, business partnerships; PLC, technology life cycle. Organization and management of sales in the company; sales teams, sales team management tools. Sales forecasting and planning; connection of sales with processes in the company and the purchasing system in the company. Business negotiation, building business relationships; purchasing business negotiation, sales business negotiation. Communication with business partners in the distribution channel and customers; direct marketing. Sales personnel; management tools and means, motivation, remuneration. Sales performance evaluation, customer portfolio analysis, customer management. Business activities aimed at strengthening customer loyalty and developing customer relationships.

Support literature:

1. Oreský, M. 2023. Biznis marketing. Bratislava: Vydavateľstvo Ekonóm.
2. Seebacher, U. 2021. B2B Marketing: A Guidebook for the Classroom to the Boardroom. Berlin: Springer.
3. Kesler, A. 2023. 250+ Best Practices for B2B Marketing Success. New York: Skyhorse Publishing

Syllabus:

1. The essence and development of business marketing, differences from consumer marketing.
2. Value creation and value delivery in the business environment. Industry 4.0.
3. Inter-company relations and business networks.
4. Purchasing decisions of the company. Company purchasing system.
5. Realization of business relations during the purchase in the company, purchase risks.
6. Creation of new market offerings, market segmentation, business partnerships.
7. Organization and sales management in the company.
8. Sales forecasting and planning. Linking sales with in-house processes and in-company purchasing systems.
9. Business negotiations, building business relationships - SRM, CRM, KAM.
10. Communication with business partners in the distribution channel and customers.
11. Salesforces.

12. Evaluation of sales performance, analysis of customer portfolio, customer management.
Business activities aimed at strengthening customer loyalty and developing customer relationships.
13. Innovations and new trends in business marketing.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Milan Oreský, PhD.

Course Leader: 29.03.2025 doc. Ing. Róbert Rehák, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21042/21	Title of course: Business Planning (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21015/21-Business Economy or KPH FPM/MMC21004/21-Cost Controlling or KM FPM/MMB21027/21-Management	
Requirements to complete the course: 40 % seminar project, 60 % combined exam	
Total study load (in hours): 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, elaboration of seminar project 26 h, preparation for exam 52 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Understanding the role of planning in management. In the Business Planning course, the student acquires knowledge of planning methods, the content of individual plans in the company, and especially an understanding of the interconnection of these plans. Students will learn the principle of creating plans, their content, and continuity. Independent importance is placed on the business plan, which is one of the basic documents of companies and has high usability in the practice of graduates. After completing the course, students know how to create a business plan, to which they can later return and use it in practice. Competence: <ul style="list-style-type: none"> • identify and evaluate opportunities and estimate future developments, whether in the development of a company or by the development of ones own business • improve the efficiency of activities and processes in the company through planning, which leads to effective and rational behavior of the manager due to decisions based on data • analyze and interpret data about the company and its surroundings and use them in the company • think creatively about solving real business situations and non-standard problems in the teams and independently, justify the proposed solution • solving structured problems Skill: <ul style="list-style-type: none"> • extrapolate and interpolate data and translate it into a plan • creating a business plan • creation and interconnection of plans in the company • finding the optimal solution to the problem supported by the calculation 	

- presentation skills - selection of appropriate facts for presentation and presentation of the business plan and argumentation of assumptions.

Indicative content:

Thematic definition of lectures:

1. Introduction to planning
2. Goals, the system of plans, and organization of planning
3. Strategic planning
4. Business Plan
5. Methods and techniques of planning
6. Marketing Planning
7. Production and production capacity planning, material and inventory purchase planning, and outsourcing
8. Disaggregation of plans and operational planning
9. Personnel planning
10. Planning of investment projects and project plan
11. Financial Plan
12. Monitoring and control in the planning
13. Current topics in planning

Thematic definition of exercises:

1. Introduction to planning
2. Planning methods
3. Marketing planning
4. Cost aspects in planning
5. Production planning and planning the material needs
6. Personnel planning
7. Complex case study
8. Investment planning and investment projects
9. Midterm exam
10. Financial plan
11. Financial plan and control
12. Presentation of semester papers and discussion
13. Presentation of semester papers and discussion

Support literature:

Basic literature:

1. DOLLINGER, Marc. Entrepreneurship. 4. vyd., Lombard: MARSH PUBLICATIONS, 2008, 589 s.. ISBN 978-0-9713130-6-4
2. ZACHARAKIS, Andrew - William D. BYGRAVE - Andrew C. Corbett. Entrepreneurship, 5.vyd, Hoboken: John Willy & Sons., 2019, 512 s.. ISBN 978-0470450376.
3. COVELLO, Joseph A. - Brian J. HAZELGREN. The complete book of business plans: simple steps to writing powerful business plans. 2.vyd., Naperville: Sourcebooks, 2006, 506 s. ISBN 978-1-4022-0763-1.
4. CASSON, Mark - Bernard YEUNG - Anuradha BASU - Nigel WADESON, eds. The Oxford Handbook of Entrepreneurship. New York: Oxford University Press, 2009, 790 s. ISBN 978-0-19-954699-2.

Supplementary literature:

1. ABRAMS, Rhonda. The successful business plan: secrets & strategies. 6. vyd., Palo Alto: PlanningShop, 2014, 430 s.. ISBN 978-1-933895-46-8.

2. BERRY, T. Hurdle: the book on business planning: How to develop and implement a successful business plan. 6. vyd.. Eugene: Palo Alto Software, Inc., 2006, 232 s.. ISBN 978-0-9712185-2-9.
3. BURNS, Paul. Entrepreneurship and Small Business: Start-Up, Growth and Maturity. 4th Edition. New York: Palgrave Macmillan, 2016, 540 s. ISBN 978-1-137-43035-9.
4. COLLINS, James C. - PORRAS, Jerry I. Built to last: successful habits of visionary companies. London: Century Business, 1996, xiv, 322 s. ISBN 0-7126-7795-X.
5. ESCHENBACH, Rolf - GÜLDENBERG, Stefan - HOFFMANN, Werner. Controlling. Praha: ASPI Publishing, 2000, 812 s. ISBN 80-85963-86-8.
6. CHERMACK, Thomas J. Scenario planning in organizations: how to create, use, and assess scenarios. San Francisco: Berrett-Koehler Publishers, 2011, 274 s.. ISBN 978-1605094137.
7. OSTERWALDER, Alexander - PIGNEUR, Yves. Business model generation: handbook for visionaries, game changers and challengers. Hoboken: John Wiley & Sons, 2010, 278 s. ISBN 978-0-470-87641-1.
8. PORTER, Michael E. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press, 1998, 396 s. ISBN 978-0-7432-6088-6.
9. CLAUSS, Francis J. Applied Management Science and Spreadsheet Modeling. Belmont: Wadsworth Publishing Company, 1996, 772 s.. ISBN 978-0534258429.

Syllabus:

Thematic definition of lectures:

1. Introduction to planning – In the introductory lecture, we will provide students with information on the course and the requirements for passing the course. We continue by defining a plan and analyzing the different planning definitions. We discuss planning and its position in the management process, the purpose of planning, the positive and negative aspects of planning, the basic interconnection of plans in companies, and the different stages of the planning process. At the end of the lecture, we will point to modern trends affecting planning such as big data, databases and machine learning, business experiments, turbulent and unpredictable environments.
2. Goals, the system of plans, and organization of planning – We begin the lecture by defining and analyzing the definition of a goal. We continue to discuss the impact of the business environment on planning and goals. Then we follow with an explanation of the SMART criteria important for proper goal setting and how successful businesses set their goals according to the authors Collins and Porras. We present and give examples of goals in practice. The next topic of the lecture is to explain the stages of the process of goal setting and how the goals are divided. At the end of the lecture, we discuss the system of company plans and the integration of plans, planning procedures, and elements of the company planning system.
3. Strategic planning – We will start with the definition of strategic planning and strategic planning content. We explain the definition of strategy and the characteristics of the strategy, strategic success factors, the time horizon of the strategic plan, strategic planning at the enterprise level, and strategic planning at the business unit level. We define a strategic business unit. We present strategic planning tools, PIMS study, and application in strategic planning, place of the business plan in strategic planning, linking the business model with strategy and business plan. In the last part, we discuss the business opportunity and the search for it, strategic resources and capabilities, competitive advantage, sources of competitive advantage, and business model as a tool for linking individual business plans and the concept of the business itself.
4. Business Plan – We begin the lecture by defining the business plan and explaining its importance to the business. We continue with the structure and content of the business plan, business plan functions, criteria, and business plan requirements. Then the organizational aspects, the linkage of the business plan elements, the form, and presentation follow. We also discuss the advantages of the business plan, the details of the various parts of the business plan, such as the summary and its important position within the business plan, the description of the business, the

business model, the identification of business opportunities, and resources needed, the analysis of the environment, the marketing plan, the production plan, the investment plan, the financial plan, and the critical risk factors.

5. Methods and techniques of planning – In this lecture, we start by discussing the importance of quality sources of information in planning and the consequence of their inappropriate selection. We continue with the presentation of fundamental divisions of methods into qualitative methods and quantitative methods, where we offer an overview of these methods. Next follows a detailed decomposition and explanation of the benchmarking method and its process. Summary planning methods, time series extrapolation, new planning methods, and planning techniques will be explained. At the end of the lecture, we discuss the planning tools suitable for use in the different subparts of the business plan.

6. Marketing Planning- At the beginning of the lecture, we define marketing and marketing planning. We continue by explaining the essential functions of marketing, defining and analyzing marketing strategy, linkage of business strategy, marketing strategy, and 4P marketing plan. The next point of the lecture is to explain the process of marketing planning, the types of marketing plans, and the methods and procedures in marketing planning. We will show students how to determine the product's market potential, and how the expected market share is determined. Finally, we will discuss how to obtain information about the market and the modern forms of marketing.

7. Production and production capacity planning, material and inventory purchase planning, and outsourcing — The lecture includes production plan, production plan content, and its place in the system of plans, the goal of the production plan, aggregated production plan, aggregated plan goal, bases and aggregated planning process, production assortment planning method, production capacity plan, production process planning, production resource planning, and quality planning. This is followed by disaggregated and operational production planning. After defining it, we discuss inventory management, just-in-time method, criteria, and inventory planning methods, such as the ABC method, minimizing the total cost of inventories. Finally, we discuss the management of stock and outsourcing.

8. Disaggregation of plans and operational planning – At the beginning, we introduce the issue of disaggregation and operational planning. We will cover the purpose of the disaggregation of plans and explain operational planning. We continue with the time horizon of operational plans. Another topic of this lecture is the production planning and monitoring and the presentation of specific software systems for planning and production monitoring. As long as a company does not use the above software solutions, it uses the classic methods that we explain in the section operational planning and budgeting, where we will mention the basic criteria for the creation of operational plans and operational planning methods.

9. Personnel planning – We start the lecture by defining the personnel plan and its place in the system of plans. We explain the goal of the personnel plan, the remuneration system, internal and external factors, the analysis of the human resources balance, short-term and long-term planning of the work, the human resources balance algorithm, and the factors affecting the need for workers are. We also look at methods of planning the needs of workers, short-term work planning and long-term work planning, the process of planning the needs of workers, and productivity planning. We will end the lecture with innovative work regimes and current research in the field of human resource planning.

10. Planning of investment projects and project plan- The lecture begins with defining and analyzing the definition of a project, definition, and analysis of the term investment. This is followed by discussing motivating factors that raise the need for investment projects in companies, aspects in investment planning, investment planning, and comparison of a business plan, project plan, and program. The next item is the discussion of elements characterizing the investment project, the process of creating the project plan, the investment planning algorithm,

and the ways of thinking to solve complex tasks. We will also explain the structure of the project plan, feasibility study, investment financing, financial investments, acquisition advantages, methods of evaluating investments, and project revenue projection.

11. Financial Plan- We begin the lecture by explaining the importance of the financial plan and the place of the financial plan in the system of plans. We continue with the structure of the financial plan, the process of setting up the financial plan, the methods and models for the development of the financial plan, the long-term horizon in financial planning, and the short-term horizon in financial planning. In the next part of the lecture, we include budgeting the need for working capital, financing current assets, budgeting cash, budgeting trade credits, projecting the profit and loss statement, designing the balance sheet, projecting cash flow, and profit distribution plans. In the last block, we deal with limitations to financial projections, the creation of financial projections, sources of information for financial projections, approaches to financial projections, and the lecture is concluded by presenting frequent errors in the development of financial plans and a demonstration of how financial projections can be presented.

12. Monitoring and control in the planning – First, we define the monitoring in the lecture, and a definition analysis is performed. The next item is the discussion of the monitoring-planning relationship and what is the purpose of control, and what is being done with its results. The lecture continues by explaining the division and procedure of the monitoring process and by explaining the different approaches to determining the sequence of control steps. We are proceeding to monitor implementation in different functional plans, where we go through the various functional plans and discuss the appropriate indicators that are used for the monitoring. We continue with the methods of monitoring the plan, and in the end, we address the most common causes of deviations of reality from the plan.

13. Current topics in planning – During the last lecture, students' work during the semester is evaluated, and the exam conditions will be overviewed. We continue with the presentation of our own current research results in the field of planning, complemented by new findings from research of global importance. Next, we will cover modern planning trends as well as different scenarios for future developments. Another item is interesting and creative solutions in business planning, including practical examples of elegant solutions to planning problems. Finally, a recap of the topics for the exam and the state exam follows, and the semester ends with a quiz.

Thematic definition of exercises:

1. Introduction to planning – In the introductory seminar, instructors and students will introduce themselves. Subsequently, the requirements for the completion of the course will be presented; information is provided on lectures, literature needed for the exam, and exercises. The links of the subject to the practice and the purpose of individual exercises and, therefore, the skills that students will acquire from the perspective of demand by businesses are also explained. Students will be informed about the guest's lecture from practice and about the different tools used during the semester to learn and communicate. Information about providing feedback and the channels students can use if they have a problem with calculating is also an important part of this seminar. The provided information also includes information about the midterm exam, assignments, and semester project, including its presentation. Then the topic of planning is being discussed.

2. Planning methods – The basic planning methods used throughout the semester will be practiced. These include extrapolation of the time series, where, based on the previous development of the planned indicator, its values are projected in the future. Techniques such as arithmetic gain, geometric gain, and index and least-squares method are practiced. Other practiced basic methods include smoothing, cyclicity, scenarios, and simulation.

3. Marketing planning – In marketing planning, we start with Brown's exponential smoothing, which, for example, serves to smooth the volatility of planned data. This is followed by seasonality and possible seasonality application in the sales projection. We continue to practice forecasting sales of new products in relation to the sale of their predecessors. We conclude

the seminar by practicing product mix creation, product pricing methods, and calculating the product's market potential, which is an essential part of the start-up business plan.

4. Cost aspects in planning – The seminar is dedicated to the contribution margin, the lower limit to the price, and the percentual variable contribution margin. These methods allow students to make rational decisions about production and product assortment composition. The calculation of break-even point, whether in euro or pieces, has a broad application in planning and is an essential part of the business plan. We continue with one of several examples of decision problems: whether to make or buy components for production. Finally, we present a method for estimating the fixed and variable cost, which is particularly relevant in strategic planning in competition analysis.

5. Production planning and planning the material needs – We begin the seminar with a classic quantitative method of inventory planning and modeling, where we calculate the optimal order quantity, minimizing the total cost of inventory, further calculating the frequency of order, calculating the total cost of inventory and calculating the price with the required level of return on cost. Furthermore, the method of aggregate production planning, ABC analysis, make or buy decision, securing the production capacity, and trial and error methods are practiced.

6. Personnel planning - During the seminar, we practice methods of planning the workforce needs. These methods include the standard person-hours method suitable for production with standard time consumption, the method of operating standards used in the case of manufacturing processes, and the method of the operated places, suitable mainly for calculating the need for service or auxiliary workers. We will end the exercise by practicing the method of labor productivity planning, namely the method of time-saving.

7. Complex case study – Students will first be divided into groups during the seminar. They will then receive a comprehensive assignment to practice the application of planning methods in a practical case. Students receive the specified target company and tasks to create specific plans using the methods practiced so far. Students will have to search and gather the data needed to apply these methods; others have to be derived with logical thinking and analogical argumentation. After solving the case study, the seminar follows up with a discussion and comparison of the results.

8. Investment planning and investment projects – The seminar is mainly dedicated to dynamic indicators of assessing investment benefits. The basic indicator that is practiced is the net present value. This indicator makes it possible to practice several aspects of investment decision-making, from the determination of quantitative characteristics, through economic evaluation to decide whether to accept the investment. Another method is the internal rate of return, which makes it possible to find the project's return rate, which can be used to compare investments or in the creation of a prospectus.

9. Midterm exam – Midterm exam lasts for the whole seminar. It aims to practice as many calculation problems as possible, support the individual work of students, and prepare them for the exam, as the formulation and the time available to calculate the problems proportionally correspond with the time available to them on the exam. The midterm exam is not scored, however, a minimal standard has to be reached. Another added value is the continuous monitoring and feedback on students' progress in comprehending the course material.

10. Financial plan – The seminar aims to practice calculating the working capital needs. This is an important part of planning, as working capital significantly impacts the business's cash flow, which directly affects its viability. The first part of the calculation of the working capital needs is devoted to calculating the operating cycle, as the time between payment for the purchase of goods or material and the received cash for sold products. The second composite of the calculation is the average daily operating costs.

11. Financial plan and control – At the seminar, we begin by practicing the method of balance sheet planning, namely the method of the percentage of revenue. We continue by planning

cash flow, practicing an indirect method of projecting cash flow that has a broad application in practice. We continue to practice the interconnection of financial statements as a comprehensive practice problem. Finally, we are looking at the differential and proportional method of plan monitoring.

12. Presentation of semester papers and discussion – One of the most important added values of our course is acquiring practical skills in creating and presenting a business plan. Here, students are given an enormous opportunity to gain practical experience in this aspect of planning.

By presenting their semester projects, they acquire practical skills with the presentation; the subsequent discussion provides them with feedback on the shortcomings of their work and presentation and the possibility of perfecting it in the future. On the evaluation side, students acquire practical analytical skills, identify weaknesses, deepen their understanding of the issues, improve their skills through inspiration, and learn from others' projects. It is mandatory that all students present their work.

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Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 84

A	B	C	D	E	FX
14.29	16.67	26.19	23.81	17.86	1.19

Lecturer: Ing. Boris Rumanko, PhD., Ing. Zuzana Roby, PhD.

Course Leader: 14.05.2022 doc. Ing. Ivana Mišúnová Hudáková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22040/23	Title of course: Central America and the Caribbean in the world economy (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: The final grade is based on the continuous control of the study and the written exam as follows: 10% - ongoing work in class, 20% semester work (project in the form of a presentation), 70% - written exam.	
Total study load (in hours): Participation in seminars 26 h, preparation for seminars 13 h, processing of a semester project 13 h, preparation for the exam 52 h	
Teaching results: Knowledge: mastering the distinctiveness and specifics of the individual economies of Central America and the Caribbean, orientation in individual economic and socioeconomic indicators and the ability to evaluate them and compare the economy with each other through them Competences: the ability to evaluate the region's problems, to be oriented in the differences and common features of the region's economies, to be able to evaluate possible solutions to problems in the region Skills: to orientate, analyze and work with relevant literary sources, ability to analyze and evaluate economic, socioeconomic and political contexts Completing this course each student would: - Be able to evaluate the current state of the economies of the Central American and Caribbean region - Know how to analyze the current problems of the region - Discuss current problems of the region and potential solutions	
Indicative content: Introduction, information about the subject and assessment, introduction to the study. Geography of the region: the influence of geography on the economies of the countries of the region. Colonial history, decolonization, milestones in the 20th and 21st centuries. Demography: population structure, poverty, and inequality. Migration and remittances. Current situation in the region – political stability, economies, foreign trade, position in the world economy. Investments and official development assistance. Integration in the region and activity in international organizations. SDGs – fulfilling the goals of sustainable development. The economies of Central America (selection).	

The economies of the Greater Antilles (selection). The economies of the Lesser Antilles, Bahamas (selection). Final exam

Support literature:

MARSHALL, T: Prisoners of Geography - Chapter 9. Elliott and Thompson Limited. 2015
OCAMPO, J. A. – ROS, J.: The Oxford Handbook of Latin American Economics. Oxford. 2014.
REID, M.: Forgotten Continent – A History of the new Latin America. Yale University Press. 2017.
SÁNCHEZ-ANCOCHEA, D.: The Costs of Inequality in Latin America. Bloomsbury Publishing Plc. 2021.
MYERS, M. – WISE, C.: The Political Economy of China-America Relations in the new Millennium. Routledge. 2017.
CEPALSTAT: Statistical Databases and Publications.

Syllabus:

1. Introduction, information about the subject and assessment, introduction to the study
2. Geography of the region: the influence of geography on the economies of the countries of the region
3. Colonial history, decolonization, milestones in the 20th and 21st centuries
4. Demography: population structure, poverty, and inequality
5. Migration and remittances
6. Current situation in the region – political stability, economies, foreign trade, position in the world economy
7. Investments and official development assistance
8. Integration in the region and activity in international organizations
9. SDGs – fulfilling the goals of sustainable development
10. The economies of Central America (selection)
11. The economies of the Greater Antilles (selection)
12. The economies of the Lesser Antilles, Bahamas (selection)
13. Final exam

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 27

A	B	C	D	E	FX
37.04	59.26	3.7	0.0	0.0	0.0

Lecturer: Ing. Barbora Janubová, PhD.

Course Leader: 16.03.2023

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21038/21	Title of course: Change Management (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21032/21-Strategic management (in English)	
Requirements to complete the course: 10% teaching activity, 30% seminar work, 60% written exam	
Total study load (in hours): 78 h (participation in lectures 26 h, elaboration of seminar work 26 h, preparation for the exam 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • acquire knowledge of the causes and meaning of change management, • acquire knowledge of theories and concepts of change management, • acquire knowledge of methods of overcoming resistance to change, forming a positive attitude towards change and leading the process of change, • acquire knowledge of change management tools, • acquire knowledge about the properties, course and acceptance of critical and transitive changes. Competence: <ul style="list-style-type: none"> • identify and distinguish changes in their number, depth and breadth, and determine their impact on the company's internal processes and its position in the external environment accordingly, • think creatively and critically about the meaning of the changes that affect the company and the choice of an appropriate attitude to these changes, • orientate oneself in a complex and dynamic business environment, respond appropriately to the flow of changes of different predictability and decide between acceptance, correction, innovation, waiting and partial or complete rejection of changes. Skill: <ul style="list-style-type: none"> • acquire tools for early identification of external and internal causes of change, • acquire tools to overcome resistance to change and tools to adapt the business to change, • acquire tools to identify the motives for the participants in the change process, • learn basic skills how to adapt to changes and use them for the benefit of the company, • learn basic skills how to stimulate, implement and use change for the benefit of the company. 	
Indicative content: Thematic definition of lectures: 1. Typology of changes.	

2. Causes of changes.
3. Processes of planned change.
4. Processes of unplanned change.
5. Adaptation to change.
6. Creating a positive attitude to change.
7. Leading people in the process of change.
8. Selected tools of change management.
9. Management of critical changes. (crisis) I.
10. Management of critical changes. (turnaround) II.
11. Management of transitive changes. (TQM, reengineering) I.
12. Management of transitive changes. (mergers and acquisitions) II.
13. Presentation of seminar papers.

Support literature:

Basic literature:

1. CAMERON, Esther – GREE, Mike. Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change. London : Kogan Page; 5 edition, 2019. 544 s. ISBN 9780749496975.
2. KOTTER, John. P. Accelerate. Harvard : Harvard Business Review Press, 2014. 200 s. ISBN 9781625272546.
3. KOTTER, John. P. – COHEN, Dan S. Heart of Change. Harvard : Harvard Business Review Press, 2012. 214 s. ISBN 978-1422187333.

Supplementary literature:

1. ANTHONY, Scott D. – COBBAN, Paul – NAIR, Rahul – PAINCHAUD, Natalie. Breaking down the barriers to innovation. HBR November – December 2019.
2. CASCIARO, Tiziana - EDMONDSON, Amy C. – JANG, Sujin. Cross-Silo Leadership. HBR May-June 2019.
3. FRICK, Walter. How to survive a recession and thrive afterward. HBR May-June 2019.
4. GIBBSON, Paul. The Science of Successful Organizational Change. Pearson 2015.
5. HAYES, John. The theory and practice of change management. 5 edition, Macmillan Education UK, 2018.
6. CHRISTENSEN, Clayton M. – RAYNOR Michael – McDONALD Rory. What is disruptive innovation? HBR December 2015.
7. SALERNO, ANN – BROCK, Lillie. The change cycle. How people can survive and thrive in organizational change. San Francisco : Berrett-Koehler Publishers, 2008. 216 p. ISBN 978-1576754986.
8. PISANO, Gary. P. The hard truth about innovative cultures. HBR January – February 2019.
- MOLDOVEANU, Mihnea – NARAYANDAS, Das. The future of leadership development. HBR March – April 2019.

Syllabus:

Thematic definition of lectures:

1. Typology of changes.

Organization as an object and subject of change. Organizational and strategic change. Depth, complexity and diffusion of change. Content of changes. Typological concepts: passivity and activity, originality and quality, stability and transformation, depth and duration, evolution and revolution.

Case study: Where my cheese went.

Assignment of seminar work.

2. Causes of changes.

Volatility of the external environment. Causes and manifestations of turbulence. Short - term and long - term effects. External and internal influences. Stratification of the causes of change .. Overcoming organizational stereotypes. Causes of change: Change for change. Triggering change: Sources of complacency and self-satisfaction. Inducing a state of need, urgency and necessity of change. Internal and operational causes of changes.

Case Study: Adaptation to Digital Photography in Kodak.

Worksheet: What drives change in your organization? Electronic medical records.

3. Processes of planned change.

Peculiarities of change management. Cyclic models. Linear models. Integrated four-phase model (Bullock - Batten). Five-phase model (Donnelly - Gibson - Ivancevich). Six-phase model EASIER (Hussey). Eight-phase model (Kotter). Metamorphing. Building organizational capacity for change (change agenda, change process methodology, change infrastructure, excellent strategic change center, strategic change office)

Case study: Sources of satisfaction and the urgency of the need for change.

4. Processes of unplanned change.

Characteristics and factors of the process of unplanned change. Three-phase model of increasing bottom-up performance (Orgland). A comprehensive approach to change management.

Participants in the change process. Agent, lawyer, sponsor, holder. The role of participants in the process of organizational change. Interventions to facilitate change

Case study: Business education reform. Introduction of the MBA study program in PBS.

5. Adaptation to change.

Causes of resistance to change. Individual and group resistance. Methods of overcoming resistance. Adaptation groups. Adaptation formulas. Adaptation cycles. Causes of failed change. Decoding resistance to change. Errors and traps in the process of adapting to change.

Case study: Decoding resistance to change. I survived, you will survive. What about the problematic superior?

6. Creating a positive attitude to change.

Organizational development. Team building. Feedback evaluation. Matrix of organizational development. Sensitivity training. Organizational flexibility. A corporate culture that supports change. Learning organization. Identification of the learning organization. Cooperation as a tool for change management.

Case study: Changing corporate culture at British Airways. Laws of a learning organization.

7. Leading people in the process of change.

Leadership characteristics. Conditions for the formation of leadership. Theoretical concepts of leadership. Leadership education and training. Leadership skills. Leading big changes.

Leadership dimension of managerial work. Management versus leadership. Charismatic and functional leadership.

Case Study: A Melting Glacier. The Nine Principles of Elizabeth I Government

8. Selected tools of change management.

Communication of change. Explicit and implicit approach to change management. Hard aspects of change management. Cooperation between initiators and implementers of change. Continuous change management. Motives and reasons for continuous improvement. Theory E and O.

Case study: Revitalization of the UK retail network ASDA.

9.-10. Management of critical changes. (Crisis, turnaround).

Crisis management tools. Time and content of revitalization. Financing of corrective measures.

Holders of revitalization in the company. Turnaround application conditions. Turnaround tools.

Reduction of costs, inventories, surplus assets, employees, organizational excess, debts. Change of product, image, ethics. Turnaround performers.

Case study: The crisis in Obuvex.

11.-12. Management of transitive changes. (TQM, reengineering, mergers and acquisitions).

Principles of TQM. Forms of activating employees to quality. Key characteristics of reengineering. Revision of production and operational processes. Identification of reengineering opportunities. Reengineering changes. Reengineering executors. Mergers and acquisitions. Reinžinieiring operational processes.
 Case Study: Acquisition of Daimler - Chrysler.
 13. Presentation of seminar papers
 Applications of concepts and methods of change management to practical situations and examples. Presentation and discussion of seminar papers.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 39

A	B	C	D	E	FX
74.36	25.64	0.0	0.0	0.0	0.0

Lecturer: prof. Ing. Štefan Slávik, CSc., Ing. Katarína Procházková, PhD., Ing. Boris Rumanko, PhD.

Course Leader: 14.05.2022 prof. Ing. Štefan Slávik, CSc.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KCR OF/OOC25018/25	Title of course: Collaborative Economics in Accommodation and Transport Services (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Active participation in teaching 10 % Elaboration and presentation of a team project 30 % Final written exam 60 %	
Total study load (in hours): Total study load (in hours): 104 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Elaboration of the student team project: 52 hours	
Teaching results: Knowledge Students will identify the characteristics of P2P platforms and the emergence of new business models in tourism, explain the economics of the P2P platforms in the accommodation and transport sector in terms of pricing and product/service offerings, recognize the implications of the P2P platforms in accommodation and transport sector of the economy for consumers and businesses in tourism, illustrate the main regulatory issues related to platform-based markets, reflect upon and synthesize the complex forces behind the rise of the collaborative economy and disruptive innovations, critically evaluate the range of products based on the P2P platforms in accommodation and transport sector, critically assess the positive and negative impacts of the P2P platforms in accommodation and transport sector, analyze the impact the P2P platforms in accommodation and transport sector upon consumer behaviour Competencies Students will demonstrate an understanding of key theoretical concepts of the P2P platforms in the accommodation and transport sector, familiar with the P2P platforms of accommodation and transport sector of in tourism, familiar with hallmark, breakthrough examples of the P2P platforms in the accommodation and transport sector of the economy, familiar with the central principles (ethical, regulatory, legal) impacting on the tourism sector. Students gain essential professional, managerial, and social competencies for solving tasks in the field of collaborative economy platforms. Skills	

Work effectively as a team member, access, select and synthesize data from library and internet sources to achieve a given purpose, demonstrate personal, practical, intellectual skills and knowledge required to perform effectively in the workplace.
Indicative content: This module will provide participants with opportunities to discuss the concept of the P2P platforms in the accommodation and transport sector of in tourism, analyze the P2P platforms in the accommodation and transport sector of the collaborative economy and approaches to them in tourism, outline how the P2P platforms in accommodation and transport sector of impacts existing processes in tourism and shapes new tourism trends, assess some of the regulatory and economic implications of the collaborative economy in accommodation and transport sector, investigate and sketch out what the future holds for the platform economy in tourism.
Support literature: DREDGE, DIANE AND GYIMÓTHY, SZILVIA. (2017). Collaborative Economy and Tourism. Springer International DREDGE, DIANE AND GYIMÓTHY, SZILVIA. (2017). Collaborative Economy and Tourism. Springer International Publishing. ISBN 978-3-319-51797-1. XIV, 323. IVETA FODRANOVÁ, ANNA VESZPRÉMI SIROTKOVÁ. 2020. Perspektívy vývoja kolaboratívnej ekonomiky na Slovensku v odvetví v cestovného ruchu. In Súčasnosť cestovného ruchu v trajektórii budúcnosti. https://of.euba.sk/www_write/files/veda-vyskum/publikacie/2021-1-19-novacka-sucasnost-cr.pdf Publishing. ISBN 978-3-319-51797-1. XIV, 323.
Syllabus: 1. Introduction to the system of the collaborative economy. Drivers of and barriers to collaborative consumption. Benefits and concern of the collaborative economy (CE). 2. Accommodation Economy P2P (size, trends, development) 3. Components of the P2P accommodation economy (platforms, providers, guests) 4. Price determinants of CE-based accommodation rental. 5. The P2P Accommodation economy. Opportunities for the Destination. Challenges for the Destination. 6. Recommendation for sustainable P2P accommodation (Conducting rapid diagnostic assessment, intervention and standards, digital skills, mobile banking support, implementing product development, marketing, monitoring) 7. P2P Transport P2P (size, trends, development). 8. Components of the P2P Transport (platforms, providers, guests) 9. Price determinants of CE-based transport services. Licensing. Time savings and increased productivity 10. The P2P Transport. Opportunities for the Destination. Challenges for the Destination. 11. Recommendation for sustainable P2P transport. Environmental effects: Lower emissions and freed up space 12. Platform responsibility and liability for the performance of the P2P transaction in accommodation and transport. 13. Economic Competitiveness and Security & Safety for P2P accommodation and transport. Current EU tourism policy.
Language whose command is required to complete the course: English
Notes:
Assessment of courses Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0
Lecturer: Ing. Iveta Fodranová, PhD.					
Course Leader: 01.04.2025 Ing. Iveta Fodranová, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21066/21	Title of course: Communication in Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English)	
Requirements to complete the course: 30% semestral work, 70% written or oral or combined exam	
Total study load (in hours): 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit exam 26 h, preparation for final exam 52 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Comprehensive knowledge of the application of communication theory in business practice, defining the application possibilities of using communication forms and models in business management, their advantages and disadvantages, the possibility of predicting and eliminating communication conflicts in internal and external communication, selection and use of communication tools in managerial situations, in the field of using communication tactics, techniques and strategies and from the creation of communication plans and strategies of the company as well as crisis communication plans and their application. Competence: <ul style="list-style-type: none"> • effectively use essential information about internal and external corporate communication, its basic features, goals, forms and models in practice, • critically evaluate the application possibilities of individual communication models of internal and external communication of the company, • characterize the nature and evaluate the emergence and possibilities of resolving communication conflicts in the internal and external communication of the company with an impact on the internal climate and competitiveness of the company, • propose, communicate/present and defend solutions and recommendations aimed at increasing the effectiveness of internal and external communication of the company, • develop a scheme of effective internal company communication, including crisis communication. Skill: <ul style="list-style-type: none"> • professionally and effectively use the components of verbal communication in the intentions of the requirements of the managerial communication role in a linguistically and culturally homogeneous and intercultural work environment, 	

- professionally and effectively use the components of non-verbal communication in the intentions of the requirements of the managerial communication role in a linguistically and culturally homogeneous and intercultural work environment,
- critically evaluate the possibilities of choosing communication tools, tactics, techniques and strategies in relation to the communication situation and corporate culture and justify their choice,
- analyze the causal context of the emergence of communication conflicts and establish procedures for predicting and limiting their occurrence,
- prepare the conditions for conducting a communication audit and defend the procedure and selected methods.

Indicative content:

Thematic definition of lectures:

1. Introduction to the subject Communication in Management.
2. Communication and managerial communication.
3. Role, social status and corresponding communication patterns in the communication process of the manager in the company.
4. Communication skills and communication competencies of the manager.
5. Types and forms of professional managerial communication, their characteristics and use at various communication levels in the organization.
6. Verbal communication of the manager and its use in relation to the management style.
7. Active listening and listening as a part and condition of professional managerial communication.
8. Non-verbal communication in professional managerial communication.
9. Communication patterns for individual specific forms of professional managerial communication.
10. Supportive communication techniques in professional communication and their characteristics.
11. Psychological barriers in professional managerial communication.
12. Communication audit.
13. Specifics of managerial communication in a multicultural company/organization.

Thematic definition of exercises:

1. The subject of communication in management.
2. Exercise aimed at understanding the effectiveness of individual communication vectors in model communication situations.
3. Training of basic communication patterns used in formal and informal communication roles of a manager.
4. Training of communication skills.
5. Training of basic forms of managerial communication in model situations.
6. Training of basic components of verbal communication.
7. Training of active listening in model situations.
8. Practicing correctly transmitting and reading/decrypting signals of nonverbal communication.
9. Training of selected communication patterns of professional managerial communication.
10. Training in assertive managerial communication.
11. Training in identifying communication barriers and noise in the communication process.
12. Case study for communication audit.
13. Case study of managerial communication in a multicultural enterprise.

Support literature:

Basic literature:

1. BREWSTER, C. et al. (2016). International Human Resource Management. CIPD – Kogan Page, 2016. 522 s. ISBN 978-1843083750.

Supplementary literature:

1. MERRIAM-WEBSTR, INC. (2016). The Merriam-Webster dictionary. Springfield: Merriam-Webstr, Inc. 939 p. ISBN 978-0-87779-295-6.
2. EMMITT, S., GORSE, C.A. (2009), Construction communication. Oxford: Blackwell Publishing. pp. 34-35. ISBN 978-14-051-4872-6.
3. KEMPEN, R., ENGEL, A., (2017) Measuring intercultural competence. In Interculture Journal, Vol. 16, 2017, No.29. ISSN 2196-9485, p. 39-60.
4. THORSBY, D. (2001). Economics and Culture. Cambridge: University press. ISBN 978-80-7556-036-0.

Syllabus:

Thematic definition of lectures:

1. Introduction to the subject Communication in Management. Characteristics of individual approaches to the issue of communication in management. Communication theory and its application possibilities in management and leadership of people in the work process.
2. Communication and managerial communication. Characteristics of individual vectors of managerial communication. Communication flows in the organization. Communication tools in the organization. Communication effect. Communication barriers on the sender's side and on the recipient's side. Communiqué.
3. Role, social status and corresponding communication patterns in the communication process of the manager in the company. Characteristics of formal and informal communication managerial role. Communication role and natural authority of a manager in an organization. Communication models in managerial communication in the organization in relation to the social status of the manager.
4. Communication skills and communication competencies of the manager, their nature and characteristics. Managerial communication as a skill. Personality/psychological preconditions of a manager for managerial communication. Physical and physiological prerequisites for managerial communication.
5. Types and forms of professional managerial communication, their characteristics and use at various communication levels in the organization. Rational and emotional approach in managerial communication and their combination in relation to the communication situation. Communication estimation and communication impact of incorrect/correct non/professional managerial communication.
6. Verbal communication of the manager and its use in relation to the management style. Content of the term verbal communication. Components of verbal communication and their characteristics. Psychological and psychological essence of individual components of verbal communication in professional managerial communication.
7. Active listening and listening as a part and condition of professional managerial communication. Characteristics of terms listening, hearing, active listening. The essence of active listening. Active listening as a process. The difference between active listening and listening. Objective and subjective obstacles occurring in individual stages of active listening and the possibility of limiting and eliminating them.
8. Non-verbal communication in professional managerial communication. Content of the concept of nonverbal communication. Characteristics of individual nonverbal signals. Characteristics of mimics, facial expressions, haptics, proxemics, gesticulation and postures. Interpretation of the content of individual components in non-verbal communication and their cultural conditionality.
9. Communication patterns for individual specific forms of professional managerial communication. Definition of the term communication pattern. Cultural and intercultural communication patterns used in professional managerial communication. Creation of communication patterns in the professional communication of a manager in relation to his/her management style.

10. Supportive communication techniques in professional communication and their characteristics. Content of the concept of assertiveness. Characteristics of assertive managerial communication. Content of the concept of empathy. Characteristics of empathic managerial communication. Content of the concept of persuasion. Characteristics of persuasive managerial communication.

11. Psychological barriers in professional managerial communication. Characteristics of individual psychological barriers in managerial communication. Objective and subjective psychological barriers in managerial communication and their content. Communication noise and their limitation and elimination. Crisis communication.

12. Communication audit. Characteristics of communication audit and its importance in small and medium companies. Methods used in communication audit. Results of communication audit in the company and their interpretation in accordance with the principles of GDPR.

13. Specifics of managerial communication in a multicultural company/organization. Intercultural communication patterns incorporated into corporate culture. Intercultural communication skills of managers. Intercultural communication competencies of managers. Corporate slang, pictograms and a set of corporate gestures and communication signs.

Thematic definition of exercises:

1. The subject of communication in management. Content definition of individual terms and terms used in the theory of communication. Analysis of individual theoretical approaches in the theory of communication from the point of view of management and manager.

2. Exercise aimed at understanding the effectiveness of individual communication vectors in model communication situations. Correct and incorrect message sending. Analysis of errors in the process of sending and receiving a message in the communication process. Identification of objective and subjective obstacles in the communication process in the organization - modeling.

3. Training of basic communication patterns used in formal and informal communication roles of a manager. Training of managerial communication in individual communication models - linear, interpersonal and cross.

4. Training of communication skills. Verification of managerial skills in model situations. Consolidation of communication skills and communication competencies in individual communication patterns used in the organization in manager-employee communication and vice versa.

5. Training of basic forms of managerial communication in model situations in order to teach communicants to estimate the communication situation and the communication impact of their chosen form of communication. Legibility and illegibility in professional managerial communication - practice of behavior regulation, elimination of manifestations of stress in communication, presentation performance.

6. Training of basic components of verbal communication, voice and certainty in the voice, dynamics of speech, vocabulary and work with it, harmony between thinking and speech. Application of individual components of verbal communication in basic forms of managerial professional communication - in monologue, conversation, conversation with a group, in discussion and in polemic.

7. Training of active listening in model situations. Detection and removal of objective and subjective obstacles in individual stages of the process of active listening. Listening training as a professional manager's skill.

8. Practicing correctly transmitting and reading/decrypting signals of nonverbal communication. Training of individual components of nonverbal communication. Mimics and facial expressions. Haptics and basic forms of haptics in managerial communication - practice. Posturics, gestures and proxemics - practice of decrypting the contents of individual components and their combinations.

9. Training of selected communication patterns of professional managerial communication. Practicing communication patterns in relation to applied communication models and in relation to management styles.
10. Training in assertive managerial communication. Training in the use of assertive rights in communication. Practicing assertive communication techniques. Practicing empathic managerial communication. Training in expressing empathy and compassion. Practicing persuasive managerial communication. Working with arguments. Using emotions in persuasive managerial communication in model situations.
11. Training in identifying communication barriers and noise in the communication process. The ability to prevent the emergence of communication barriers. Development of a communication plan to eliminate risk factors that cause communication barriers. Elaboration and presentation of crisis communication plan.
12. Case study for communication audit. Determining the plan and procedures of communication audit in the company. Determination of criteria for selection and work with individual methods used in communication audit. Evaluation of obtained results and their interpretation. Working in groups.
13. Case study of managerial communication in a multicultural enterprise. Specifics of communication and sharing in an intercultural communication environment. Creation of unifying in-house communication patterns.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 67

A	B	C	D	E	FX
25.37	25.37	38.81	4.48	0.0	5.97

Lecturer: doc. Ing. Jana Blšáková, PhD., Mgr. Hana Gažová-Adamková, PhD., Mgr. Natália Matkovčíková, PhD.

Course Leader: 08.05.2022 doc. Ing. Marta Matulčíková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21251/21	Title of course: Corporate Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Independent work, ongoing tests, Written exam Mid-term test = 20% Semester-end test = 20% Written exam = 60%	
Total study load (in hours): 156 h Full-time study: Participation on lectures = 26, Participation on seminars = 26, Preparation for seminars = 13 Preparation for mid-term and semester-end test = 13, Preparation for exam = 78	
Teaching results: - understand the selected key areas of financial management of a company. We will put special focus on capital structure and financial stability. - apply the acquired theoretical knowledge to the solution of practical examples also in connection with the integration of the Slovak economy into the European and world economy. - Develop analytical skills of students. I. Knowledge and understanding After studying this subject, students will be able to: - Apply the acquired knowledge to analyse and understand the key issues, theories and conceptual frameworks related to corporate finance and financial management; - Discuss a variety of theories of corporate finance and financial management to produce recommendations and support effective decision making in practice; - Understand the role and importance of financial management in a company; - Evaluate, justify and apply research in the field of corporate finance. II. Skills After studying this subject, students will be able to: - communicate key issues and arguments related to corporate finance and financial management; - describe problems and issues related to corporate finance in new and diverse situations, clearly argument on them and draw appropriate and useful recommendations, - Apply and synthesize knowledge from the field of corporate finance. III. Competence	

After studying this subject, students will be able to:

- work as an individual or as a member of a professional team or as a team leader in the field of corporate finance,
- critically analyze financial management issues and draw conclusions.

Indicative content:

- Financial and capital structure and their determinants, financial stability
- Balance sheet structure, rules of financing, basic financial calculations
- Financial analysis as instrument for reviewing financial stability, Financial indicators, cash-flow analysis
- The cost of capital, Cost of capital components, average cost of capital, Optimal level of capital budget
- Impact of risk on capital structure (operating and financial risk, risk of financial distress),
- Models of the optimal capital structure,
- Dividend theory and policy,
- Company valuation and methods of their calculation,
- Mergers and their relation to capital structure,
- Financial problems and termination of company

Support literature:

BREALEY, R. A. - MYERS, S. C. - ALLEN, F. Principles of corporate finance. 9th ed. New York : McGraw-Hill/Irwin.

BRIGHAM, E. F. - DAVES, P. R. Intermediate financial management. 9. ed. Mason: Thomson/ South-Western, 2007.

ROSS, S. A. Corporate Finance: Core Principles and Applications. New York: McGraw-Hill Education, 2017.

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 21

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
9.52	0.0	0.0	14.29	14.29	9.52	38.1	14.29	0.0	0.0	0.0	0.0

Lecturer: doc. Mgr. Marek Káčer, PhD., Ing. Kristína Jančovičová Bognárová, PhD., Ing. Lea Šlampaiová, PhD.

Course Leader: 27.01.2022 doc. Mgr. Marek Káčer, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPF FPM/MME21019/21	Title of course: Corporate Financial Analysis (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21025/21-Business Economy (in English) or KPF FPM/MME21018/21-Corporate Finance (in English)	
Requirements to complete the course: 15 % continuous seminar work on the assigned topic, 15 % continuous written work from examples, 70 % oral examination	
Total study load (in hours): 156 h (attendance at lectures 22 h, attendance at seminars 22 h, preparation for seminars 40 h, preparation for midterm written tests and a credit paper 10 h, processing of a seminar paper 20 h, preparation for an exam 42 h)	
Teaching results: Knowledge: A comprehensive approach to assessing the financial situation of the company aimed at understanding the form and presentation of corporate accounting data, their broad-spectrum analysis to identify significant and non-essential characteristics of the company, gradually reveal a diverse range of relationships between accounting data so the analyst can assessed, materially interpreted and evaluated. Competence: <ul style="list-style-type: none"> • Complete the financial analysis in companies compiling financial statements in various accounting regimes, in Slovak and foreign companies. • Search for and select information sources suitable for fulfilling the goal of analyzing the company's financial results. • Select optimal methods of analysis that will allow a factual interpretation and evaluation of important aspects of the financial situation of the company. • Identify and quantify the impact of relevant factors on the financial results of companies. • Prepare clear and understandable reports of financial analysis for the needs of individual levels of management, containing the strengths and weaknesses of the company and the proposal of measures. Skill: <ul style="list-style-type: none"> • Apply the acquired theoretical knowledge about elementary methods and higher methods (mathematical-statistical) in the process of analyzing the financial situation of the company. • Define and economically interpret the company's financial results. 	

- Objectively assess the financial situation of the company by categorizing financial results, monitoring development trends, identifying relationships between indicators, quantifying the severity of their interaction and comparing financial results with comparable competitors.
- Perceive the facts in relation to each other, synthesize them and then predict the financial situation of the company.

Indicative content:

Thematic definition of lectures:

1. Input information and general instruction about the subject.
2. Financial statements of a company - a source of information for financial analysis.
3. Analytical value of the system of financial statements.
4. Analytical value of the balance sheet.
5. Analytical value of the Income Statement.
6. Analytical value of the cash flow statement.
7. Ex post financial analysis.
8. Procedures for objectifying the conclusions of the "ex post" analysis.
9. Analysis of the company's position on the market from a financial point of view.
10. Ex ante financial analysis.
11. Basic division of methods for predicting the financial situation of a company - point, mathematical-statistical methods.
12. Financial statements of an enterprise prepared in accordance with IFRS.
13. Selected Issues in Financial Analysis of IFRS Financial Statements.

Thematic definition of seminars:

1. Conditions for obtaining credit, functions of financial analysis of the company, characteristics and representation of three (four) - balance system of financial statements, adjustment of accounting and reporting in the Slovak Republic, acquaintance with the register of financial statements.
2. Formal adjustment of the Balance Sheet.
3. Presentation on the economic interpretation of the results of the analysis of property and capital structure.
4. Presentation on the economic interpretation of the results of the analysis of net working capital and golden rules.
5. Presentation on the economic interpretation of the results of Profit/Loss analysis, analysis of added value formation and structure.
6. Presentation on the economic interpretation of the results of the analysis of individual indicators of the company's cost.
7. Presentation on the economic interpretation of the results of the analysis of the operational CF indicator.
8. Presentation on the economic interpretation of the results of the analysis of financial ratios.
9. Testing the continuous level of students' theoretical knowledge.
10. Possibilities and conditions of application of the chain substitution method, logarithmic and functional method.
11. Presentation on the economic interpretation of the results of the breakdown of ROA, ROE and business cost ratio
12. Recapitulation of semester knowledge, final semester written work.
13. Practical applications of financial analysis of IFRS financial statements.

Support literature:

Basic literature:

1. HARRINGTON, R. Diana. Corporate Financial Analysis. In a Global Environment. 6th edition. South Western College Pub. 2009. ISBN-13: 978-0324050929

2. GEORGE, T. et.al. Essentials of Financial Analysis. John Wiley & Sons. 2003. ISBN-13: 978-0471228301
 3. ROBERTSON, B. Corporate Financial Analysis: A Comprehensive Beginner's guide to analyzing corporate financial risks, statements, data ratios and reports. 2020. ISBN-13: 978-1073647460.
 4. ITTELSON, Thomas R. Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports. Newburyport, MA: New Page Books 3rd Revised edition, 2020. 320 s. ISBN 978-1632651754.
 5. PETERSON DRAKE, Pamela. Analysis of Financial Statements. Hoboken, New Jersey: John Wiley & Sons, 2012. 352 s. ISBN 978-1118299981.
- Supplementary literature:
1. FRIDSON, Martin S. - ALVAREZ, Fernando. Financial Statement Analysis: A Practitioner's Guide. Hoboken, New Jersey: Wiley, 4th edition, 2011. 400 s. ISBN 978-0470635605.
 2. WILD, John J.. Financial Statement Analysis. New York City: McGraw-Hill. 2015. 608 s. ISBN: 978-0071086837.
 3. WAHLEN, James M. - BAGINSKI, Stephen P. - BRADSHAW, Mark. Financial Reporting, Financial Statement Analysis and Valuation. Boston, Massachusetts: Cengage Learning 9th Edition, 2017. 1200 s. ISBN-13 978-1337614689.
 4. WALTON, Peter. Financial Statement Analysis. An International Perspective. Boston, Massachusetts: Cengage, 2000. 512 s. ISBN 978-1861524870.
 5. PENMAN, Stephen. Financial Statement Analysis and Security Valuation. New York City: McGraw-Hill, 2012. 740 s. ISBN 0071326405.
 6. FRASER, Lyn - ORMISTON, Aileen. Understanding Financial Statements. London: Pearson 11th Edition. 304 p. ISBN 978-0133874037.
 7. SCHOENEBECK, Karen - HOLTZMAN, Mark. Interpreting and Analyzing Financial Statements. London: Pearson 6th Edition. 339 p. ISBN 978-0132746243.

Syllabus:

Thematic definition of lectures:

1. Input information and general instruction about the subject. The position and tasks of financial analysis in business management. Analysis functions - cognitive, evaluative and decision-making. Methods used in financial analysis of the company. Indicators and systems of indicators. Analytical model and its construction. Content and structure of business analysis in a market environment. Analysis of summary and partial results.
2. Financial statements of a company - a source of information for financial analysis. Presentation of financial statements (financial statements) as a source of data for financial analysis of the company. Financial statements according to Slovak legislation and international legislation (IFRS). Types of financial statements, their characteristics. Specifics of financial statements divided according to the size of the enterprise (financial statements of the micro-accounting unit and of small and large accounting units).
3. Analytical value of the system of financial statements. Three / four balance sheet system of financial statements. The informative value of the system of reports of the Central Bank. Characteristics of links between financial statements. Elementary methods of financial analysis - horizontal and vertical analysis of statements.
4. Analytical value of the balance sheet. Characteristics of the formal and content adjustment of the balance sheets of a small, large entity and a micro entity. Conversion of "accounting" balance sheet to "financial" balance sheet. Golden balance rule, golden financing rule. Analysis of compliance with the golden rules of financing in the company.
5. Analytical value of the Income Statement. Characteristics of the formal and substantive adjustment of the income statement of a small, large entity and a micro entity. Analysis of the "quality" of the economic result. Analysis of profit creation and use. Analysis of reduced

and non-reduced volume indicators, characteristics of their informative value. Analysis of the adequacy of the dynamics of volume indicators. Analysis of the cost-effectiveness of the company's transformation process.

6. Analytical value of the cash flow statement. Characteristics of the formal and content adjustment of the cash flow statement. Analysis of changes in cash. Cash-flow indicator, its importance for the company's management practice and informative value. Possibilities of quantification of cash flow indicator. Use of cash flow indicator in ratio financial indicators.

7. Ex post financial analysis. Standard ex post financial analysis procedure. Characteristics of the basic set of financial ratios. Specifics of quantification of liquidity, activity, indebtedness, profitability and market value indicators of the company. Knowledge of the financial situation of the company using ratios. Analysis and evaluation of the development trend of ratio indicators.

8. Procedures for objectifying the conclusions of the "ex post" analysis. Analysis of relationships between indicators. Characteristics of Du Pont's equations of decomposition of profitability indicators. Methods of analysis of deviations of indicators. Quantification of the influence of determining factors - the central task of the analysis. Factor relationships in analytical models - additive, multiplicative and combined. Impact quantification methods - chain substitution method, logarithmic method, functional method, integral method.

9. Analysis of the company's position on the market from a financial point of view. Comparison of business and industry indicators. Conditions of comparability, selection of indicators for comparing companies. Methods of comparing enterprises - arithmetic average, quantiles, methods of multicriteria evaluation of enterprises (method of weighted sum of orders, scoring method, method of standardized variable, method of distance from fictitious object).

10. Ex ante financial analysis. The essence, possibilities and importance of forecasting. Selection of well "distinguishing" indicators. Methods of selection of well-distinguishing indicators - median test, statistical methods.

11. Basic division of methods for predicting the financial situation of a company - point, mathematical-statistical methods. Characteristics of the Rapid Test, Tamari risk index, methods of discriminant analysis, logistic regression.

12. Financial statements of an enterprise prepared in accordance with IFRS. Purpose, structure and content of financial statements according to IFRS. Formal and material differences in financial statements compiled according to Slovak standards and IFRS standards. Consequences of differences in financial statements on the conclusions of the financial analysis of the company. Thematic definition of seminars:

1. Conditions for obtaining credit, functions of financial analysis of the company, characteristics and representation of three (four) - balance system of financial statements, adjustment of accounting and reporting in the Slovak Republic, acquaintance with the register of financial statements, Home assignment: study the current financial statements of the selected company.

2. Formal adjustment of the Balance Sheet, reading of the financial statement Balance sheet of the selected company, procedure of analysis of property and capital structure in the balance sheet, explanation of terms: long-term / short-term and non-current / current assets, explanation of correction, reserves, horizontal balance sheet analysis. Homework: preparation of balance sheet analysis.

3. Presentation on the economic interpretation of the results of the analysis of property and capital structure. Procedure for conversion of "accounting" balance sheet to "financial" balance sheet, significance of this conversion, characteristics of golden rules of financing, characteristics of golden balance rule, net working capital (NWC), procedure of analysis of compliance with golden financing rules, verification of adequacy of NWC creation. Homework: quantification of golden rules and net working capital of the selected company, analysis of golden rules and net working capital, verification of the adequacy of net working capital creation.

4. Presentation on the economic interpretation of the results of the analysis of net working capital and golden rules. Formal adjustment of Income Statement, reading of accounting Income Statement of selected company, procedure of analysis of creation of economic result Profit/Loss analysis, analysis of creation and structure of added value, analysis of creation of newly created value. Homework: elaboration of analysis of Profit/Loss structure of selected company.
5. Presentation on the economic interpretation of the results of Profit/Loss analysis, analysis of added value formation and structure. New topic: the procedure of analysis of the total cost indicator of the company, the procedure of the analysis of operating costs, the procedure of the analysis of wage costs Homework: elaboration of analysis of total cost, operating and wage cost of selected company.
6. Presentation on the economic interpretation of the results of the analysis of individual indicators of the company's cost. New topic: formal adjustment and reporting of the cash flow statement, explanatory power of the cash flow statement, operating cash flow (CF) indicator - procedures for its quantification and analysis, confrontation of the CF indicator with the cash flow statement. Homework: elaboration of CF indicator analysis.
7. Presentation on the economic interpretation of the results of the analysis of the operational CF indicator. New topic: systems of indicators, characteristics of a parallel system of indicators, relative financial indicators - their construction and termination. Homework: quantification and analysis of financial ratios of a selected company.
8. Presentation on the economic interpretation of the results of the analysis of financial ratios. New topic: ways of objectifying the results of financial analysis - analysis of the development of financial ratios of the company over time, comparison of business results with the results of the industry. Homework: elaboration of trend analysis of financial ratios, comparison of ratios of selected company with relevant industry.
9. Testing the continuous level of students' theoretical knowledge. Presentation on the economic interpretation of the results of objectification of financial indicators of a selected company. New topic: methods of quantification of the influence of factors on the synthetic business indicator.
10. Possibilities and conditions of application of the chain substitution method, logarithmic and functional method. Du Pont's equations of decomposition of indicators ROA, ROE - simple and extended model, decomposition of cost indicator of the company. Homework: elaboration of the analysis of the decomposition of ROA, ROE indicators and the decomposition of the cost indicator of the selected company.
11. Presentation on the economic interpretation of the results of the breakdown of ROA, ROE and business cost ratio, New topic: comprehensive assessment of the financial situation of the analyzed company, summary of its strengths and weaknesses, proposal of measures to improve the financial condition of the company.
12. Recapitulation of semester knowledge, final semester written work.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 80

A	B	C	D	E	FX
41.25	35.0	11.25	8.75	2.5	1.25

Lecturer: Ing. Simona Kosztanko, PhD.

Course Leader: 14.05.2022 doc. Ing. Eduard Hyránek, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21034/21	Title of course: Corporate Social Responsibility (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KM FPM/MMB21040/21-Management (in English) or KPH FPM/MMC21025/21-Business Economy (in English)	
Requirements to complete the course: 30% active participation over the semester, group work - solving case studies of ethical problems (actual data directly from the company) and its presentation; 70% written final exam - combination of theoretical part and elaboration of a concrete case study	
Total study load (in hours): 104 h - attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 13 h, individual work 13 h, preparation for final exam 26 h	
Teaching results: Knowledge: After completing the module, students should be able to: <ul style="list-style-type: none"> • understand that performing responsible business is the standard economic activity of a company, • solve any economic problems in parallel with the liability requirements, • be familiar with the ethical minimum of responsible business – basic legislation, • master existing systems of standards, initiatives, and indices of responsible business, • navigate through the system of domestic and international institutions providing guarantee and support for responsible business, • master the basic methodology of controlling and reporting of responsible business, • use a functioning system of responsible business to increase the company's credibility more successfully. Competence: <ul style="list-style-type: none"> • apply theoretical knowledge of general ethics creatively and understand the essence of ethical principles used in common practice, • be able to navigate themselves through an ethical minimum – essential legislation concerning the company and a specific group of stakeholders, • understand the context between business ethics and responsible business and be able to identify them in practice, • evaluate the relevance of the information in integrated reports on ethical behavior for each stakeholder group, 	

- analyze and solve any economic problem in line with its ethical side.

Skills:

After completing the module, students should be able to:

- master the analysis and evaluation of the specifics of the system of the corporate social responsibility in Slovakia and abroad,
- propose a basic procedure for the institutionalization of responsible business,
- analyze, evaluate, and recommend solutions for unethical behavior of the company, according to the problems of stakeholder groups,
- design and prepare a simple report on responsible business according to real up-to-date information from the company,
- argue factually and professionally based on acquired knowledge and adopted techniques

Indicative content:

Topics of lectures:

Week 1 Fundamental Principles of Corporate Social Responsibility (CSR)

Week 2 Basic Principles of Stakeholder Theory

Week 3 Social Support System for Responsible Business

Week 4 The Essence of Responsible Business

Week 5 Institutionalization of Responsible Business

Week 6 Responsible Business in Relation to Human Capital

Week 7 Responsible Business in Relation to Consumer Protection

Week 8 Responsible Business in Relation to the Community

Week 9 Responsible Business in Relation to the Environment

Week 10 Responsible Business and International Relations I.

Week 11 Responsible Business and International Relations II.

Week 12 Responsible Business Reporting I.

Week 13 Responsible Business Reporting II.

Topics of seminars:

Week 1 Fundamental principles of CSR

Week 2 Basic Principles of Stakeholder Theory

Week 3 Social Support System for Responsible Business

Week 4 The Essence of Responsible Business

Week 5 Institutionalization of Responsible Business

Week 6 Responsible Business in Relation to Human Capital

Week 7 Responsible Business in Relation to Consumer Protection

Week 8 Responsible Business in Relation to the Community

Week 9 Responsible Business in Relation to the Environment

Week 10 Responsible Business and International Relations I.

Week 11 Responsible Business and International Relations II.

Week 12 Responsible Business Reporting I.

Week 13 Responsible Business Reporting II.

Support literature:

Basic literature:

1. IDOWU, Sam O. Current Global Practices of Corporate Social Responsibility. In The Era of Sustainable Development Goals. Berlin : Springer, 2021. 21 s. ISBN 978-3-030-68386-3.
2. MITRA, Nayan - SCHMIDPETER, René. Mandated Corporate Social Responsibility. Berlin : Springer, 2020. 254 s. ISBN 978-3-030-24444-6.
3. PAIVA, Inna S. - CARVALHO, Luísa C. Conceptual and Theoretical Approaches to Corporate Social Responsibility, Entrepreneurial Orientation, and Financial Performance. IGI Global, 2020. 369 s. ISBN 978-1-7998-2130-4.

4. DELBARD, Oliver. The Corporate Social Responsibility Agenda: The Case for Sustainable and Responsible Business Hardcover. World Scientific Publishing Co. 2020. 196 s. ISBN 978-9-8112-0659-7.
 5. TUNCA, Çalyurt. K. New Approaches to CSR, Sustainability and Accountability, Volume I. Berlin : Springer, 2020. 271 s. ISBN 978-981-329-588-9.
- Complementary literature:
1. KESSEDJIAN, Catherine - RIVERA, Humberto C. Private International Law Aspects of Corporate Social Responsibility. Berlin : Springer, 2020 . 791 s. ISBN 978-3-03035-186-1.
 2. CHANDLER, David. Strategic Corporate Social Responsibility: Sustainable Value Creation. London : SAGE Publications, Inc, 2019. 480 s. ASIN B07W14GB23.
 3. RENDTORFF, Jacob D. Philosophy of Management and Sustainability: Rethinking Business Ethics and Social Responsibility in Sustainable Development. Bingley : Emerald Publishing, 2019. 264 s. ISBN 978-1-78973-454-6.
 4. REZAEI, Zabihollah - FOGARTY, Timothy. Business Sustainability, Corporate Governance, and Organizational Ethics. Hoboken : John Wiley & Sons, 2019. 992 s. ISBN 978-1-11960-145-6.
 5. BECKER, Christian U. Business Ethics. Methods and Application. London : Routledge, 2018. 200 s. ISBN 978-1138493681.
 6. IDOWU, Samuel O. - SITNIKOV, Catalina. Current Issues in Corporate Social Responsibility: An International Consideration. Berlin : Springer, 2019. 286 s. ISBN 978-3-31988-938-2.
 7. MCWILLIAMS, Abigail - RUPP, Deborah E - SIEGEL, Douglas S. The Oxford Handbook of Corporate Social Responsibility: Psychological and Organizational Perspectives. Oxford : Oxford University Press, 2019. 720 s. ISBN 978-0-198-80228-0.
 8. ANTONARAS, Alexandros - DEKOULOU, Paraskevi. Cases on Corporate Social Responsibility and Contemporary Issues in Organizations. Pennsylvania : IGI Global, 2019. 402 s. ISBN 978-1-5225-7715-7.
 9. VOPAT, Mark C. - TOMHAVE, Alan. Business Ethics. The Big Picture. Peterborough : Broadview Press, 2018. 325 s. ISBN 978-1-55481-430-5.
 10. ZEYEN, Anica - BECKMANN, Markus. Social Entrepreneurship and Business Ethics. London : Routledge, 2018. 254 s. ISBN 978-1138079946.

Syllabus:

Topics of lectures:

Week 1 Fundamental Principles of Corporate Social Responsibility (CSR)

The topic focuses in detail on the primary categories and fundamental principles of the theory of CSR. The subject and the essence of CSR. The theoretical basis of CSR. The relationship between ethics and CSR. Fundamentals of ethics and its categories applicable in CSR.

Week 2 Basic Principles of Stakeholder Theory

The topic focuses primarily on the basic principles of functioning of a responsible company in the market. The mission of a responsible company. The principle of integration of ethics and economics. Enterprise as part of the social system. The essence of the ethical-economic dilemma: manager - owner. Relationship between ethics and law – the ethical minimum (legislation). Definition, systematization, and classification of stakeholders. Ethical minimum for stakeholders, by groups (primary and secondary).

Week 3 Social Support System for Responsible Business

The topic is primarily focused on the attributes of the model of synergistic evaluation of the state of responsible business in the Slovak Republic. Public politics. State tools used. Application of responsible business in the corporate sector. Forming awareness of the ethical business. Strategy for improving the state of CSR in Slovakia. Current trends in the development of responsible business nationally and internationally.

Week 4 The Essence of Responsible Business

The topic is primarily focused on the basic relationships: responsible/sustainable business and the responsibility of business entities. Essential characteristics of responsible business. Classification of terms responsible business, social responsibility, responsible behavior, responsible acting. Pillars of responsible business. The responsible business pyramid. Alternatives to responsible business. Advantages and disadvantages of responsible business.

Week 5 Institutionalization of Responsible Business

The topic is focused in detail on the basic categories and fundamental principles of the institutionalization of CSR into economic entities. The essence of the institutionalization of responsible business. Creating a responsible business strategy and its implementation. Application of the PDCA model in the institutionalization of ethics in the company. Application of tools for the implementation of responsible business - ethical program. Classification and typology of the system of codes of ethics. General principles of the code of ethics. Pros and cons of institutionalizing responsible business.

Week 6 Responsible Business in Relation to Human Capital

The topic is predominantly focused on the attributes and determinants of CSR in the field of human capital. Categorization of terms: personnel, workers, employees, human potential, human capital. Identification of the most frequent ethical problems of human capital in the company. The main principles of responsible behavior in working relations. Typology, classification, and categorization of unethical behavior towards human capital in the company. Typology of discrimination in labor relations. Redundancies and their acceptability from the CSR aspect. Current legislation as an ethical minimum and a system of tools for a positive solution to the problems of unethical behavior. Basic security and rights for employees in the Labor Code.

Week 7 Responsible Business in Relation to Consumer Protection

The topic is focused in detail on the basic aspects of ethical consumerism. Explanation of the practical functioning of the consumer protection system in the Slovak Republic and the E.U. Main principles of consumer protection. Dimensions of the functional model of the consumer protection system. Legislative protection (ethical minimum) of the consumer. Supervision and regulation of consumer protection in the Slovak Republic. Consumer protection NGOs. Current EU trends in ethics and consumer protection. The Consumer Agenda which presents a strategic vision of E.U. consumer policy.

Week 8 Responsible Business in Relation to the Community

The topic deals primarily with the relationship of the responsible company to the community. Basic characteristics of attributes of community and society. Activities of a company with responsible/sustainable behavior for the benefit of the community. Typology, classification, and categorization of ethical company activities for the benefit of the community: philanthropy, donation, volunteering, corporate investment in the community, sponsorship. Specification of corporate philanthropy and its tools. Ethical minimum (legislative support) of ethical conduct of a company with responsible/sustainable behavior for the benefit of the community.

Week 9 Responsible Business in Relation to the Environment

The topic mainly focuses on the attributes and determinants of the relationship of responsible business to the environment. Conceptual classification: ecology, environmental studies, and the environment from an economic and ethical aspect. Care for the environment. Ethical minimum in the environment in the Slovak Republic and the E.U. Environmental management system. Positives and negatives of the implemented environmental management system. Comparison of ISO 14001 and EMAS elements. Application of the PDCA model in the implementation of an environmental management system.

Week 10-11 Responsible Business and International Relations

The topic is predominantly focused on the attributes and determinants of responsible business in an international context. Characteristics of the global system. Synergistic effect of business determinants from the perspective of economy and responsible business. Application of the

principle of conceptual relativity. Businesses in the conditions of globalization. Closing business alliances. Basic categories of regional interest from the aspect of globalization. Application of the principles of responsible business in companies in globalization. Agenda 2030 for sustainable development. E.U. strategy in the field of responsible business.

Week 12-13 Responsible Business Reporting

The topic focuses primarily on the essence of the relationship between responsible/sustainable business management and reporting of responsible/sustainable business. General principles of responsible business reporting. Standards of responsible business reporting, sustainable development, and ethical behavior. Attributes of the most widespread responsible business reporting systems: GRI standards and integrated reporting. Legislative support (ethical minimum) of responsible business reporting in the Slovak Republic and the E.U.

Topics of seminars:

Week 1 Fundamental principles of CSR

Case studies focused on basic categories and fundamental principles of the theory of CSR. The subject and the essence of CSR. The theoretical basis of CSR. The relationship between ethics and CSR. Fundamentals of ethics and its categories of applicable CSR.

Presentation of the responsible business model in a particular company with an accent on the integrity of the sustainable business and its managerial and economic dimension

Week 2 Basic Principles of Stakeholder Theory

Case studies focused on the basic principles of functioning of a responsible company in the market. The mission of a responsible company. The principle of integration of ethics and economics. Enterprise as part of the social system. The essence of the ethical-economic dilemma: manager - owner. Relationship between ethics and law – the ethical minimum (legislation). Definition, systematization, and classification of stakeholders. Ethical minimum for stakeholders, by groups (primary and secondary).

Presentation of the responsible business model in a particular company with an accent on functioning stakeholder system.

Presentation of the responsible business model in a particular company with an accent on functioning stakeholder system.

Week 3 Social Support System for Responsible Business

Case studies focused on the attributes of the model of synergistic evaluation of the state of responsible business in the Slovak Republic. Public politics. State tools used. Application of responsible business in the corporate sector. Forming awareness of the ethical business. Strategy for improving the state of CSR in Slovakia. Current trends in the development of responsible business nationally and internationally.

Presentation of the responsible business model in a particular company with an accent on the system of support for responsible business of a particular company.

Week 4 The Essence of Responsible Business

Case studies focused on the basic relationships: responsible/sustainable business and the responsibility of business entities. Essential characteristics of responsible business. Classification of terms responsible business, social responsibility, responsible behavior, responsible acting.

Pillars of responsible business. The responsible business pyramid. Alternatives to responsible business. Advantages and disadvantages of responsible business. Presentation of the responsible business model in a particular company with an accent on the pyramid of responsible business of a particular company.

Week 5 Institutionalization of Responsible Business

Case studies focused on the basic categories and fundamental principles of the institutionalization of CSR into economic entities. The essence of the institutionalization of responsible business.

Creating a responsible business strategy and its implementation. Application of the PDCA model in the institutionalization of ethics in the company. Application of tools for the implementation of responsible business - ethical program. Classification and typology of the system of codes of ethics. General principles of the code of ethics. Pros and cons of institutionalizing responsible

business. Presentation of the responsible business model in a particular company with an accent on an ethical program of the company.

Week 6 Responsible Business in Relation to Human Capital

Case studies focused on the attributes and determinants of CSR in the field of human capital.

Categorization of terms: personnel, workers, employees, human potential, human capital.

Identification of the most frequent ethical problems of human capital in the company. The

main principles of responsible behavior in working relations. Typology, classification, and

categorization in unethical behavior towards human capital in the company. Typology of discrimination in labour relations. Redundancies and their acceptability from the CSR aspect.

Current legislation as an ethical minimum and a system of tools for a positive solution to the problems of unethical behavior. Basic security and rights for employees in the Labor Code.

Presentation of the responsible business model in a particular company with an accent on a responsible business in relation to human capital.

Week 7 Responsible Business in Relation to Consumer Protection

Case studies focused on the basic aspects of ethical consumerism. Explanation of the practical functioning of the consumer protection system in the Slovak Republic and the E.U. Main

principles of consumer protection. Dimensions of the functional model of the consumer

protection system. Legislative protection (ethical minimum) of the consumer. Supervision and

regulation of consumer protection in the Slovak Republic. Consumer protection NGOs. Current

EU trends in ethics and consumer protection. The Consumer Agenda, which presents a strategic vision of E.U. consumer policy. Presentation of the responsible business model in a particular

company with an accent on a responsible business in relation to consumer protection.

Week 8 Responsible Business in Relation to the Community

Case studies focused on the relationship of the responsible company to the community.

Basic characteristics of attributes of community and society. Activities of the company with

responsible/sustainable behavior for the benefit of the community. Typology, classification, and

categorization of ethical company activities for the benefit of the community: philanthropy,

donation, volunteering, corporate investment in the community, sponsorship. Specification of

corporate philanthropy and its tools. Ethical minimum (legislative support) of ethical conduct of a

company with responsible/sustainable behavior for the benefit of the community. Presentation of

the responsible business model in a particular company with an accent on responsible business in relation to the community.

Week 9 Responsible Business in Relation to the Environment

Case studies focused on the attributes and determinants of responsible business relationships to

the environment. Conceptual classification: ecology, environmental studies, and the environment

from an economic and ethical aspect. Care for the environment. Ethical minimum in the

environment in the Slovak Republic and the E.U. Environmental management system. Positives

and negatives of the implemented environmental management system. Comparison of ISO 14001

and EMAS elements. Application of the PDCA model in the implementation of an environmental

management system. Presentation of the responsible business model in a particular company with an accent on functioning responsible business in relation to the environment.

Week 10-11 Responsible Business and International Relations

Case studies focused on the attributes and determinants of responsible business in an international

context. Characteristics of the global system. Synergistic effect of business determinants from

the aspect of the economy and responsible business. Application of the principle of conceptual

relativity. Businesses in the conditions of globalization. Closing business alliances. Basic

categories of regional interest from the aspect of globalization. Application of the principles of

responsible business in companies in the process of globalization. Agenda 2030 for sustainable

development. E.U. strategy in the field of responsible business. Presentation of the responsible

business model in a particular company with an accent on responsible international relations.

Week 12-13 Responsible Business Reporting

Case studies focused on the essence of the relationship between responsible/sustainable business management and reporting of responsible/sustainable business. General principles of responsible business reporting. Standards of responsible business reporting, sustainable development, and ethical behavior. Attributes of the most widespread responsible business reporting systems: GRI standards and integrated reporting. Legislative support (ethical minimum) of responsible business reporting in the Slovak Republic and the E.U. Presentation of the responsible business model in a particular company with an accent on the responsible business reporting.

Language whose command is required to complete the course:

English

Notes:**Assessment of courses**

Total number of evaluated students: 57

A	B	C	D	E	FX
73.68	14.04	5.26	1.75	0.0	5.26

Lecturer: doc. Ing. Mgr. Gabriela Dubcová, PhD.

Course Leader: 14.05.2022 doc. Ing. Mgr. Gabriela Dubcová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21027/21	Title of course: Cost Controlling (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21025/21-Business Economy (in English) or KPH FPM/MMC21026/21-Microeconomics (in English)	
Requirements to complete the course: 30 % midterm exam, 70 % written exam	
Total study load (in hours): 130 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for midterm exam 26 h, preparation for final exam 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Student will gain comprehensive knowledge about the cost management using controlling tools. He analyzes the causes of costs and knows the possibilities of their allocation to cost objects and cost units. He can objectively assess the rationality and efficiency of production factors consumption during the life cycle of a product and a company. He gains the knowledge of how to communicate information, problems, and solutions at the middle and senior level of management. He can compare the results of several phenomena and periods in different ways. He generalizes knowledge and uses it to predict the future development of production factors consumption and product creation. Competence: <ul style="list-style-type: none"> • Expertise and knowledge, practical skills, and abilities to work independently in a managerial position with a focus on cost controlling. • Ability to perform certain managerial functions effectively in accordance with assigned authority and general expectations. • Flexibility in performing various structured tasks. • Participation in strategy creation and in defining and planning main business goals, participation on information and resource management. • Critical evaluation of the risks, course, and specifics of the value-creating process. • Designing solutions and defending conclusions or presenting recommendations to increase the efficiency of business activities, esp. production. Skill: <ul style="list-style-type: none"> • Student independently compiles various types of calculations and budgets, evaluates the suitability of already applied procedures in the company. 	

- Performs calculations of efficiency, effectiveness and other economic indicators. He analyzes past results and predicts the future. He can interpret these results and propose actions.
- He creates reports for business management, analyzes, comments and compares results. He solves scenarios of future value relations development.
- He provides business management with comprehensive information on costs, revenues, profits and production. He monitors the development of these indicators and reveals possible risks.

Indicative content:

Thematic definition of lectures:

1. Controlling. Cost Controlling. Costs - Meaning and Classification. Methods of Calculating Fixed Costs.
2. Calculation System. Types of Cost Calculations.
3. Calculation Methods: Differential, Joint Production, Surcharge (Mark-Up)
4. Budgets and Budgeting. Types and Forms of Budgets.
5. Budgeting Methods. Annual Budgets.
6. Internal Budgets. Budgetary Control.
7. Marginal Costing.
8. Differential Methods. Standard Costs and Variances.
9. Process Costing and Job-Order Costing.
10. Activity Based Costing
11. Costs and Time Flow. Target Costing. Product-Life-Cycle Costing. Structuring Costs in Different Stages of Life-Cycle.
12. Performance Measurement in Decentralized Organizations
13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

Thematic definition of exercises:

1. Introduction, conditions for passing the course. Cost controlling. Business costs. Basic cost indicators and cost calculations.
2. Nature and the classification of costs. Fixed costs. Methods of calculating fixed costs. Break-Even-Point.
3. Calculation system, calculation methods. Calculation by simple division and division by ratios. Cost calculation in joint production.
4. Surcharge calculation.
5. Budgets and budgeting. Types and forms of budgets. Budgeting methods. Annual budgets.
6. Internal Budgets. Budgetary Control.
7. Marginal Costing.
8. Differential Methods. Standard Costs and Variances.
9. Process Costing and Job-Order Costing.
10. Activity Based Costing.
11. Target Costing and Life-Cycle Costing.
12. Performance Measurement in Decentralized Organizations. Midterm exam.
13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

Support literature:

1. GARRISON, Ray H. - NOREEN, Eric W. – BREWER, Peter C. Managerial Accounting. 15th Ed. New York: McGraw Hill. 2015. 754 s. ISBN 978-0-07-802563-1.
2. ATKINSON, Anthony A. - KAPLAN, Robert S. - MATSUMURA, Ella Mae - YOUNG, Mark S. Management accounting: information for decision-making and strategy execution. 6th ed. Boston: Pearson, 2012. 550 s. ISBN 978-0273-76998-9.

Syllabus:

Thematic definition of lectures:

1. Controlling. Cost Controlling. Costs - Meaning and Classification. Methods of Calculating Fixed Costs.

Student will learn the theoretical definition of controlling and its development, tasks and functions, dimensions of controlling: strategic and operational controlling. Breakdown of operational controlling: financial, investment (project) and internal. Internal controlling: cost controlling and performance controlling. Internal controlling in the narrower and broader sense. Criteria for determining cost elements from the controlling point of view. Partial parts of cost controlling. Costs - value expression of production factors consumption. Nature and origin of costs. Cost classification. Breakdown of costs according to cost types, responsibilities for their origin, calculation formula, relation to the production (transformation) process, purpose of costs, dependence of costs on changes in production volume. Student will learn to construct a linear cost model. Methods of fixed costs calculation (mathematical and statistical, arithmetic method, method of two periods). Basic indicators for evaluating the cost level (differential and ratio indicators).

2. Calculation System. Types of Cost Calculations.

Topics that form the basis of calculations and calculation system implementation: basic attributes of cost calculations, characteristics of cost calculations, calculation system, creation of calculation system, related documentation, basis of allocation and the process of cost allocation. We will explain the types of cost calculations (in terms of time and functions in the management process, method of compilation, cost structure, production capacity utilization, etc.). Costing deals with the calculation of costs in relation to cost drivers. The most frequently used forms of calculations are calculations focused on finding or determining the costs of a specific output. The object of calculation is a calculation unit that must be precisely defined. The rules and procedures for determining costs in relation to specific output are determined by the method of calculation. Understanding the basic classification of costs using the calculation sheet. Student will learn the difference between general and specific cost categories.

3. Calculation Methods: Differential, Joint Production, Surcharge (Mark-Up)

The purpose of this lecture is to make the student aware of the importance of the proper functioning of the calculation system in company. The calculation system has to be based on specific production, technological and organizational conditions in companies and meet the ideas and needs of the company's top management and employees at lower levels. The created calculation system must also have links to other management subsystems (controlling, accounting, budgeting, operational records, statistics) and thus form a comprehensive system enabling the quality management. Student will learn to recognize different calculation techniques and understand the conditions under which they are being used. Methods: differential calculation, mark-up (additional charge) calculation. Student will also learn how to choose a proper allocation basis.

4. Budgets and Budgeting. Types and Forms of Budgets.

This lecture is focused on defining the concept of budgeting and identifying relevant budgeting processes. We will define the concept of budget and its links to business processes. We will introduce the tasks of budgeting and types of budgets. Student will understand the connections between the budget and the calculation system. He will gain an overview of all the relevant aspects of budgeting. He will also learn to adapt budgeting procedures to specific business conditions.

5. Budgeting Methods. Annual Budgets.

This lecture interprets the importance of the budget creation schedule and presents the content of its stages. It explains a set of organized methods and procedures that aim to determine short-term economic tasks of the company. It will also explain the links in the system of annual budgets, focusing on the master budget and its components: the budgeted balance sheet, budget income

statemen, and the cash budget. Student will gain an overview of possible sources of information and materials for creating a budget. He will understand the process and steps of its preparation, including its limitations.

6. Internal Budgets. Budgetary Control.

The lecture points out the importance of internal budgets in managing departments or partial activities of the company. We will discuss the importance of controlling the implementation of budgets and approaches to its application. Student will learn the principles of budgeting. Specific attention is being paid to the methods of budgeting overheads, esp. setting overhead standards, budgeting overheads based on their past development, limiting overheads, and recalculating budgets according to a reasoned estimate of their future development.

7. Marginal Costing.

Comparison of full cost calculation and marginal costing according to the designation of calculation, cost object, content of the calculation, range of cost items used, and the cost structure (calculation sheet). Student will learn to recognize the simple marginal costing calculation and the multi-level (two or more levels) calculation of variable costs. He will also learn to properly choose which method to use. The role of marginal costing in supporting qualified managerial decisions. Economic calculations using the contribution margin, its nature and significance. Advantages, disadvantages, uses and limitations of marginal costing. Student will learn different calculation procedures using the contribution margin (Cost-Volume-Profit analysis, Break-Even-Point, etc.).

8. Differential Methods. Standard Costs and Variances.

This lecture explains the importance of differential methods of cost calculation. It presents the main principles of differential methods application. Student will gain knowledge about the standard method of cost calculation. We will deal with issues related to standard costs and deviations from the standards. Students will learn procedures how to use the standard method from long-term and short-term perspective, and how to estimate the value of work in progress. They will understand the calculation of standard costs and variances.

9. Process Costing and Job-Order Costing.

This lecture explains the essence of costing methods in different types of production, esp. Unit Costing, Process Costing and Job-Order Costing, similarities and differences between Process Costing and Job-Order Costing, cost flows in Process Costing (processing departments, the flow of materials, labor, and overhead costs), operations costing, work in progress costs and final product costs. Students will learn that the specific process of product creation highly affects the costing process. For this reason, special calculation sheets and procedures are being presented and applied. Students will also learn when and how to apply the Job-Order Costing, incl. measuring direct materials and direct labor cost, preparing job cost sheet, computing and using predetermined overhead rate, and computing unit cost.

10. Activity Based Costing

Students will learn reasons for the origin and development of the ABC method, the essence of the ABC method and its basic characteristics. Cost calculation using Activity Based Costing method. Student will also learn the classification of costs, which is applied in the ABC method. Students will learn to distinguish the hierarchy of processes and activities, and interrelations between activities. Students will receive information on how the cost allocation process takes place (simple model). They will learn the importance of a procedural approach to calculations, comparison of the traditional calculation procedure and ABC method. We will explain the methodical procedure of ABC, the form and content of the calculation sheet, the comparison towards a traditional approach. Students will learn the relationship between Activity Based Budgeting (ABB) and Activity Based Costing (ABC).

11. Costs and Time Flow. Target Costing. Product-Life-Cycle Costing. Structuring Costs in Different Stages of Life-Cycle.

Primary aim of this lecture is to explain the philosophy and the calculation of target costs and life cycle costs. Students will learn the essential principles of Target Costing. They will learn the process of setting target costs, benefits and limitations of this method, and possibilities of using it to reduce future costs. Students will also gain knowledge about the Product-Life-Cycle Costing, and factors affecting product's life cycle costs. For this purpose, students will also learn to deal with the time value of money, the cost of capital and the present value of future value stream. Student will also get familiar with predicting the future level of life cycle costs of a new product, using forecasting models. At the same time, students will learn how to optimize the structure of the company's costs according the current and future stage of company's lifecycle.

12. Performance Measurement in Decentralized Organizations

Student will learn the concept, principles, advantages and disadvantages of a decentralized organization and responsibility centers: Cost center, Profit center and Investment center. Student will also learn how to evaluate Investment Center performance using esp. Return on Investment (ROI) and its disaggregation, Residual Income, Economic Value Added (EVA), and will learn the possibilities of application, advantages and disadvantages of these methods. At the same time, student will learn different methods of measuring operational performance, esp. the Delivery Cycle Time, Throughput (Manufacturing Cycle) Time, and Manufacturing Cycle Efficiency (MCE). Student will learn to divide the delivery and manufacturing cycle time into value-added and non-value-added time. Furthermore, student will get familiar with the Balance Scorecard method, the possibilities of its use in the context of measuring the performance of decentralized organizations and its links to corporate strategy.

13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

This lecture identifies the basis for valuing business output from costing perspective. It clarifies the importance of internal pricing in the context of the open cycle of economic resources used within departments. It defines and characterizes internal pricing as a tool that allows to close this cycle of resources and to determine the result of its management. Student will gain knowledge about types and forms of internal prices and the principles of their quantification. Student will learn to identify and characterize the links between various tools of cost controlling, esp. budgets, accounting, provisional and final calculations, and the financial plan.

Thematic definition of exercises:

1. Introduction, conditions for passing the course. Cost controlling. Business costs. Basic cost indicators and cost calculations.

The introductory exercise is focused on getting students familiar with the conditions for completing the course, information about the required literature - textbook, the obligation to attend seminars. Students will be presented the conditions and process of attending and passing the midterm exam. Exercise: a) knowledge of theoretical concepts (content and meaning) related to the topic of the current exercise, b) economic calculations and their interpretation (using the exercise book as a workbook with pre-printed assignments and tables to calculate the results), c) discussing results, d) the most common errors and biases, e) practical application of calculations, the compilation of budgets and calculations, f) case study and other activities in accordance to the content of the exercise. Students usually work together in teams. Students present their knowledge of the theoretical basis of controlling, company costs, basic cost indicators and their interpretation. Practical application of computing and interpreting indicators.

2. Nature and the classification of costs. Fixed costs. Methods of calculating fixed costs. Break-Even-Point.

Students present their knowledge of business cost theory. They are able to determine the difference between different kinds of company's costs and use the appropriate classification of costs to prepare the cost calculation and budget. They know how to define fixed costs, and are able to apply different methods of fixed costs calculation. They are also able to critically assess

the pros and cons of each method. They know the concept of Break-Even-Point and, based on its calculation, are able to make qualified decisions on price, variable costs, profit and production volume. They understand the consequences of the costs depression and the payment of fixed costs.

3. Calculation system, calculation methods. Calculation by simple division and division by ratios. Cost calculation in joint production.

To complete this exercise, students must know the calculation system, calculation methods and conditions for its use and choosing calculation method depending on the nature of the product and the conditions under which this product is being created. The above is important for the correct choice of calculation method. Students, in the practical part of the exercise, start with the simplest method of division and continue with the method of division by ratios. During the exercise, they get acquainted with variants of the method of adding costs by dividing by ratios. Students will explain the essence of the calculation method in joint production, they can explain the concept of joint production and also know the variants of this method. This is followed by calculations using the method of cost calculation in joint production. Comparison of calculation results when choosing different factors (price, volume, internal price) for costing.

4. Surcharge calculation.

Theoretical knowledge of surcharge calculation, conditions for applying this method. Students are able to explain the principles for choosing an allocation base and are able to justify their decision. They know the difference between the summary method of calculating indirect costs and differentiated surcharge calculation. They correctly quantify the volume of the allocation base, the calculation surcharge and the calculation rate. They can identify, from the assignment, the origin of costs and the cost driver. They will compile the planned calculation and the resulting calculation in the correct way. The results will be compared and explain the probable causes of deviations. Students are able to check the correctness of their calculations.

5. Budgets and budgeting. Types and forms of budgets. Budgeting methods. Annual budgets. Students can explain the definition of budget and budgeting on a specific example. They will be able to justify the choice of the type and form of the budget with regard to specific company's needs. They are able to identify the necessary documents that will become the basis for budgeting. They are able to apply different budgeting methods. They know the annual budget, they are able to describe its components and to compile the budget result, including its components.

6. Internal Budgets. Budgetary Control.

Students know the problematic areas of creating internal budgets and can design procedures for their creation. They know how to use a variator both for the breakdown of costs into variable and fixed components and also for the compilation of the internal budget. They can design the structure of a flexible budget according to the needs of the company and the available data. They are able to compile a flexible budget and assess the impact of production capacity on the company's profitability. They can use a flexible budget to control the budget and actual data captured in accounting and present conclusions to increase efficiency and effectiveness of company's operations.

7. Marginal Costing.

Characteristics of marginal costing. Students know the essential principles of this calculation method, they are able to identify variable and fixed costs in connection with internal departments (centers), products, product categories, customers, or sales channels. They also know how to identify the production capacity of a company (centers). Based on calculations, they know how to determine the contribution margin of different products, product categories and customers. They are able to determine critical production volumes, profitability, production capacity utilization and production program optimization. They are also able to use the classification of direct costs and overhead costs to calculate the above.

8. Differential Methods. Standard Costs and Variances.

Students are able to identify advantages and limitations of differential calculation methods. They are able to characterize the concepts of basic calculations, operative calculations, final calculations, they do know the principle of these calculations, as well as the links between them. They are able to apply the standard costs and standard costing method to estimate the value of costs at the level of basic, operational and final calculation. For a selected cost item, they can use the standard costing method to calculate the cost per unit of output, the actual cost of production and the value of work in progress. They are able to use the knowledge of standard costing to identify differences between this method and other methods of costing.

9. Process Costing and Job-Order Costing.

The theoretical knowledge about Process Costing and Job-Order-Costing gained during lectures is being practically applied using some exercises and case studies. Students prepare their own cost calculations, interpret, and present their results, discuss the factors affecting those results. Students are able to explain differences between these two methods and know exactly which method to apply. Using these methods, students are able to determine the cost of final production, but also to estimate the cost of the work in progress. They are able to carefully choose and use the allocation basis to allocate overhead costs to the cost unit.

10. Activity Based Costing.

During exercises, students use and present their knowledge of ABC method. They know the specific terminology and conditions for its use. They are able to explain the differences in the calculation procedure when applying the ABC method, compared to other methods. They are able to identify and fully understand the nature of costs entering the production process. They are able to identify activities and sub-activities related to different costs, scope of activities, etc. Based on this knowledge and skills, they are able to apply calculation procedures. ABC case study is being presented and solved.

11. Target Costing and Life-Cycle Costing.

Students know the difference between traditional calculation procedures and modern approaches to cost management (Target Costing and Life-Cycle Costing). They prepare calculations to determine the target costs level and explain the factors affecting these costs. Students are able to explain the course of costs during the product life cycle. They identify various stages of product's life cycle and factors affecting costs at this stage. Students are able to take into account the time value of money, estimate the cost of capital and the present value of future value streams. Students are presented with a case study focused on forecasting the future level of costs, their present value, effects of changes in product price and costs level, and the impact of fixed costs and R&D costs.

12. Performance Measurement in Decentralized Organizations. Midterm exam.

Students attend the midterm exam test. They are reminded of the conditions for passing this course, the dates for the final exam are being set. The second part of this seminar is devoted to solving tasks focused on the use of methods of measuring performance, esp. ROI and its disaggregation, Residual Income, Economic Value Added (EVA), Delivery Cycle Time, Manufacturing Cycle Time and Manufacturing Cycle Efficiency (MCE).

13. Valuation of Company's Output from the Costing Perspective. Internal Pricing. Relations Between Cost Controlling Tools.

Students are able to calculate the value of company's output using cost-based approach. Students are presenting their knowledge of various forms of internal prices. They are able to calculate internal prices using available data. They are able to describe the links between various cost controlling tools that have occurred in previous exercises. They are able to examine the links between the preliminary and final calculation and to quantify the absolute and relative deviations, followed by an analysis of their impact.

Language whose command is required to complete the course:

English					
Notes:					
Assessment of courses					
Total number of evaluated students: 62					
A	B	C	D	E	FX
48.39	32.26	9.68	4.84	1.61	3.23
Lecturer: Ing. Bc. Peter Štetka, PhD.					
Course Leader: 14.05.2022 doc. Ing. Miroslav Tóth, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ JVB22006/22	Title of course: Cultures in international relations
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: The final grade is based on continuous control of study during the entire semester as well as on oral exam as follows: 40% continuous control of study (attendance 10%, activity/control questions 10%, and presentation on selected topics 20%). Final examination – oral exam (60% of the total course evaluation)	
Total study load (in hours): participation in lectures 26 hours, participation in seminars 26 hours, preparation for seminars 13 hours, preparation of a semestral project 13 hours, preparation for the exam 78 hours	
Teaching results: The aim of this course is to understand the issues of culture, cultural specifics and the differences between world cultures. The main goal is a presentation of selected paradigm interpretations of intercultural or inter-civilizational relations. Each know-how is formed by historical-logical and causal analysis of those attributes, which determined their identity and influence in the international environment. We put verbal and nonverbal entities into the set of elements of cultural structures such as languages, written systems, religions, traditions, cultural politics, intercultural relations with a specific regard to cultural identity of the European Union. In this case, the given course contributes to the extension of students' knowledge in international economic relations and economic diplomacy. Knowledge: to learn the distinctiveness and specifics of individual cultures; to get acquainted with historical coherence of formation of cultures; to understand key thesis of current intercultural dialogues and the ability of critical evaluation. Competences: to understand the cultural specifics within the international environment and the ability to identify the key features of world cultures and to determine the specifics of their development. Skills: to be knowledgeable, analyze and work with relevant literature sources, the ability to deal with nonstandard intercultural situations, the ability of effective and high-qualified as well as sensitive communication with international partners, associations or institutions. Completing this course each student would: -recognize, identify and understand the key concepts and terms connected with the development of cultures in the international relations	

<ul style="list-style-type: none"> -be able to identify the main cultures, their development, reasons of their expansion or collapse -learn cultural specifics of decisive world cultures and civilizations -read comprehensively; analyze and evaluate the relevant reference books critically; -learn to discuss critically the current topics related to intercultural and inter-civilizational processes
<p>Indicative content:</p> <p>Terminology and key categories of interpretation of cultures and civilizations. European culture. Russian culture. Cultural and civilizational identity of the USA. Multiculturalism in Canada. Latin American cultures. Islamic culture and Islamic civilization. Indian culture, Hinduism and Buddhism.</p> <p>Chinese culture, Confucianism. Japanese and Korean cultures. Jewish culture. African culture. Cultural diplomacy.</p>
<p>Support literature:</p> <p>FRIEDEN, J. A., LAKE, D. A., SCULTZ, K. A. 2018. World Politics: Interests, Interactions, Institutions. W. W. Norton & Company, New York, 2018</p> <p>GOLDBERG, D. T. (ed.) 1998. Multiculturalism. A Critical Reader. Blackwell Publishers, Malden, 1998.</p> <p>HARRISON, K., D.; HOWELL, C. H. 2016 National Geographic People of the World: Cultures and Traditions, Ancestry and Identity. National Geographic, New York, 2016</p> <p>HUNTINGTON, S. P. 1997. The Clash of Civilisations. Remaking of World Order. Touchstone, New York, 1997.</p> <p>ROSENSTEIN, C. 2018. Understanding Cultural Policy. Routledge, New York, 2018.</p>
<p>Syllabus:</p> <ol style="list-style-type: none"> 1. Terminology and key categories of interpretation of cultures and civilizations. Terms – culture and civilization. Explanation of relations between individual systems and classes of cultural elements. Cultural models. 2. European culture. European roots of Western civilization. Periods of European culture development: Antics, Christianity, Humanism, Renaissance, and Enlightenment. Industrial and post-industrial era. The period of critical self-reflection. Scope of values. Cultural politics of the European Union, its political and legal scope. 3. Russian culture. Development phases of formation of Russian culture. Orthodoxy as religious basics of Russian culture. Scope of values. Totalitarianism and propaganda in Soviet culture. 4. Cultural and civilizational identity of the USA. Development phases of formation of the American culture. Specific features of formation of the American culture. Scope of values of American society and current issues of American society. 5. Multiculturalism in Canada. Formation of Canadian society. Reasons and forms of institutionalization of multiculturalism in Canada. Current issues of Canadian society. The position of native population. 6. Latin American cultures. Term of Latin America. Main pre-Columbian civilizations. Specifics of formation of current cultures in Latin America. Current discussion on colonialism and colonial heritage in Latin American region. 7. Islamic culture and Islamic civilization. Origins of Islamism and its establishment. Geographical expansion and specifics. Islamization as a factor of identity of countries. 8. Indian culture. Hinduism and Buddhism. Origins and establishment of Indian civilization. Hinduism and Buddhism and their scope of value. Current issues of Indian society. 9. Chinese culture. Confucianism. Origins and establishment of Chinese civilization and its scope of value. Confucianism and its meaning in the region of South-Eastern Asia. Specifics of Chinese culture.

10. Japanese and Korean cultures. Origins and establishment of Japanese culture. Historical sources of Korean culture. Phases of development and specific features of Japanese and Korean cultures.
11. Jewish culture. Origins of Jewish culture and its scope of value. Judaism and its specifics. Current social issues of Israeli society.
12. African culture. Reasons of specific social and cultural development of the African continent. European colonialism and its consequences for cultural and social development of the continent. Regional, cultural, language and social specifics of Africa.
13. Cultural diplomacy. Definition of term. Examples of cultural diplomacy and its realization in Slovak conditions. Culture, new tools of democracy.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 60

A	B	C	D	E	FX
50.0	30.0	10.0	6.67	3.33	0.0

Lecturer: doc. PhDr. Rudolf Kucharčík, PhD.

Course Leader: 20.01.2022 doc. PhDr. Rudolf Kucharčík, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21122/21				Title of course: Development of economic science								
Type, load and method of teaching activities: Form of course: Lecture Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present												
Number of credits: 3												
Recommended semester/trimester of study:												
Degree of study: I., N												
Prerequisites:												
Requirements to complete the course:												
Total study load (in hours):												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 0												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Lecturer: prof. Ing. Anetta Čaplánová, PhD.												
Course Leader: 09.04.2021 prof. Ing. Magdaléna Přívarová, CSc.												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA25069/25	Title of course: Digital Marketing (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % - continuous assignments 20 % - semestral test 60 % - final exam	
Total study load (in hours): Total study load: 130 hours Participation on lectures: 26 hours Participation on seminars: 26 hours Preparation for seminars: 13 hours Continuous assignments: 26 hours Preparation for semestral exam: 13 hours Preparation for final exam: 26 hours	
Teaching results: Students gain an overview of the subject in digital marketing channels and the possibilities of their use in the company's marketing mix. The course identifies digital communication channels and deals with the most used ones. The student gains theoretical knowledge and practical experience with the purchase of Internet media space, approaches to search engine optimization, content and performance management of social networks, affiliate marketing and other digital marketing channels. The graduate of the course will be oriented in the possibilities of digital marketing communication, will master the concepts of digital marketing, will be able to communicate with agencies and suppliers of digital marketing services and will be able to set a comprehensive digital strategy to fulfill a defined business plan. The application of the graduate of the course is in a wide range of companies that present themselves even partially on the Internet, that use the Internet for sales and marketing communication, or that obtain information on the Internet for strategic decisions.	
Indicative content: The course identifies available digital channels and explains approaches to their use for digital marketing. The student acquires orientation in the current possibilities of creating an online presence, display advertising, content distribution across available digital channels, search engine marketing, marketing in advertising networks (GDN), search engine optimization (SEM) and	

native advertising. The course also focuses on programmatic purchasing, RTB (real-time-bidding) networks, affiliate marketing, e-mailing, data mining, processing and application of big data for the needs of digital marketing and the automation of marketing processes.

Support literature:

1. KUČTA, Martin. Digitálny marketing : marketingová komunikácia na internete. Recenzenti: Jakub Horváth, Peter Hacek. - 1. vydanie. - Bratislava : Vydavateľstvo EKONÓM EU v Bratislave, 2022. - 184 s. ISBN 978-80-225-4974-5.
2. DRÁBIK, Peter a kol.. Marketingová komunikácia a digitálne media. Recenzenti: Miroslav Karlíček, Jakub Horváth. - 2. rozšírené, modifikované vydanie. - Bratislava : Vydavateľstvo EKONÓM EU v Bratislave, 2023. ISBN 978-80-225-5114-4.
3. KINGSNORTH, Simon. Strategie digitálneho marketing. 1. Vydanie. Vydavateľstvo Lingea, 2022. – 384 s. ISBN 978-80-750-8714-0.
4. CHAFFEY, Dave - ELLIS-CHADWICK, Fiona. Digital Marketing. Vydavateľstvo PEARSON Education Limited, 2022. 560 s. ISBN 978-12-924-0096-9.
5. WINDY, Jennifer. Digital Marketing Strategy. Vydavateľstvo Jennifer Windy, 2021. 192 s. ISBN 978-17-748-5147-0.

Syllabus:

1. Marketing communication on the Internet.
2. Identification of digital channels of marketing communication.
3. Internet media space and ways of its purchase.
4. Search engines and organic position in search (SEO).
5. Search engines and paid position in search (PPC).
6. Social networks as a media channel.
7. Content marketing.
8. Native advertising.
9. Programmatic buying and RTB (real-time-bidding).
10. Affiliate marketing.
11. Email marketing.
12. Tools for automation in digital marketing.
13. Trends in digital marketing.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Martin Kuchta, PhD., MBA

Course Leader: 29.03.2025 doc. Ing. Peter Drábik, PhD., MSc.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21261/21	Title of course: Digitalisation in finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 15% individual project, 15% mid-semester test, 10% class activity, 60% final exam.	
Total study load (in hours): Total study load (in hours): 1 credit = 8 hours, i.e. total student load = 6 credits * 8 hours Student workload: 156 hours Attendance of lectures – 26 hours, Seminars – 26 hours, Seminar preparation – 26 hours Semester project and mid-term test preparation – 26 hours, Preparation for the final exam – 52 hours	
Teaching results: The aim of the course is to comprehend the processes of digitalisation occurring at the financial market and understand its economic and social consequences. This course shall offer students basic understanding about gradual penetration of digital technologies into the world of finance and financial services in private and public sector. I. Knowledge base and understanding After completing this course, students should be capable of: <ul style="list-style-type: none"> • understanding trends, introduced by digital transformation into financial services and into the services of public sector and what are the motivations behind their development • comprehending a status-quo of digital infrastructure and of financial digitalisation from the perspective of its concepts, definitions, legislation, data protection, regulation and economic and social effects. • Knowledge base, cost and benefits that digitalisation brings into the private sector and what do these processes imply for efficiency of public sector. II. Skills and Competence After completing this course, students should be able to: <ul style="list-style-type: none"> • design an innovative product for the digitalised world of finance • create a business plan aiming to boost efficiency of services in financial or public sector and understand its wider consequences. 	
Indicative content: <ul style="list-style-type: none"> • Trends in digitalisation • Innovative products and services. Designing a business plan. 	

- Digital transformation in financial market services and in public sector
- Big data, artificial intelligence, and their place in digital transformation of finance
- Data management, text mining, handling paradata and their use in digital finance
- Selected technologies and digital platforms. Effects on corporate efficiency, changes in corporate structure and competitiveness.
- Digital currencies. Cryptocurrencies. Blockchain technology and its potential use.
- Legal matters, privacy and security concerns. Data protection. Ethical issues in digital transformation of financial services.
- Student projects and their presentation – products and services in e-finance and their introduction to market
- Regulation of FinTech. Regulation of shadow banking.
- Economic processes in the environment of digital transformation of finance. •

Support literature:

Rogers David, L.: Digital Transformation Playbook, Columbia University Press, 2016

Ustundag, A., Cevikcan E. Industry 4.0: Managing the Digital Transformation, Springer, 2017

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 25

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
40.0	0.0	0.0	20.0	20.0	16.0	0.0	4.0	0.0	0.0	0.0	0.0

Lecturer: doc. Mgr. Marek Káčer, PhD., Ing. Matej Boór, PhD.

Course Leader: 28.01.2022 doc. Ing. Martin Alexy, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22035/23	Title of course: Diplomacy in Practice I.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: The evaluation of the subject is based on the continuous control of the study during the teaching part of the semester and the final evaluation. Continuous evaluation: 50% of the total evaluation of the subject consists of continuous control during the semester (participation 30%, activity within the discussion 20%). Final evaluation: 50% of the total evaluation of the subject includes an oral presentation focusing on the economy, politics, international relations and cultural peculiarities of the respective state in the form of a quiz (25%) and elaboration of discussion questions and circuits on the given issue in the relevant week of the semester (25%).	
Total study load (in hours): participation in seminars 26 h, preparation for seminars 13 h, processing of the semester presentation 20 h, preparation of discussion questions and circuits 19 h	
Teaching results: The course provides students with a unique insider's view through regular meetings with representatives of the diplomatic corps of countries around the world accredited for the Slovak Republic or representatives of international organizations with the aim of sharing their experience in diplomatic service. Knowledge: acquiring theoretical, but especially practical knowledge about the functioning of international economic and political relations and diplomatic practice in various countries of the world with a focus on current economic and political developments, familiarization with historical contexts, and ability of critical thinking. Competences: understanding of various dimensions of economic, political and cultural diplomacy, ability to identify key issues and specifics of the development of individual dimensions of diplomacy. Skills: analyze and actively work with relevant information sources, respond to non-standard intercultural situations, and effectively communicate with foreign diplomatic representatives. After completing the subject, the student should: # identify and summarize the basic characteristics of diplomatic practice; # clarify the basic elements of the practice of public diplomacy, including the functioning of diplomatic missions, their activities and personnel;	

- # identify the political, economic and cultural specificities of the respective country;
- # orient oneself in the possibilities of professional application and diplomatic career prospects;
- # read with understanding, analyze and critically evaluate relevant professional literature;
- # critically discuss current topics related to diplomatic development.

Indicative content:

[illegible]

Support literature:

1. BERRIDGE, G. R.: *Diplomacy. Theory and Practice*. London: Palgrave Macmillan, 2015. ISBN 978-1-137-44552-0.
2. BERRIDGE, G. R. – James, A.: *Dictionary of Diplomacy*. London: Palgrave Macmillan, 2003. ISBN 978-1403915368.
3. KISSINGER, H.: *Diplomacy*. New York: Simon & Schuster, 1994. ISBN 978-0671510992.
4. MELISSEN, J. (Ed.): *The New Public Diplomacy (Soft Power in International Relations)*. London: Palgrave Macmillan, 2005. ISBN 978-1-4039-4516-7.

Syllabus:

Interactive presentations by invited heads of diplomatic missions or representatives of international organizations on issues related to current issues of international economic and political relations in their home countries. A special space is dedicated to a moderated discussion. The names of invited guests will be announced before the start of classes in the respective semester.

- ## 1. Introduction

Terminology, basic historical background, and explanation of the relationships between the different dimensions of diplomacy. Instructions for the semester assignments.

2. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
3. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
4. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
5. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
6. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.

7. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
8. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
9. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
10. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
11. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
12. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
13. Final colloquium

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 78

A	B	C	D	E	FX
33.33	26.92	32.05	6.41	0.0	1.28

Lecturer: doc. Mgr. Boris Mattoš, PhD.

Course Leader: 27.06.2023

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22036/23	Title of course: Diplomacy in Practice II.
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: The evaluation of the subject is based on the continuous control of the study during the teaching part of the semester and the final evaluation. Continuous evaluation: 50% of the total evaluation of the subject consists of continuous control during the semester (participation 30%, activity within the discussion 20%). Final evaluation: 50% of the total evaluation of the subject includes an oral presentation focusing on the economy, politics, international relations and cultural peculiarities of the respective state in the form of a quiz (25%) and elaboration of discussion questions and circuits on the given issue in the relevant week of the semester (25%).	
Total study load (in hours): participation in seminars 26 h, preparation for seminars 13 h, processing of the semester presentation 20 h, preparation of discussion questions and circuits 19 h	
Teaching results: The course provides students with a unique insider's view through regular meetings with representatives of the diplomatic corps of countries around the world accredited for the Slovak Republic or representatives of international organizations with the aim of sharing their experience in diplomatic service. Knowledge: acquiring theoretical, but especially practical knowledge about the functioning of international economic and political relations and diplomatic practice in various countries of the world with a focus on current economic and political developments, familiarization with historical contexts, and ability of critical thinking. Competences: understanding of various dimensions of economic, political and cultural diplomacy, ability to identify key issues and specifics of the development of individual dimensions of diplomacy. Skills: analyze and actively work with relevant information sources, respond to non-standard intercultural situations, and effectively communicate with foreign diplomatic representatives. After completing the subject, the student should: # identify and summarize the basic characteristics of diplomatic practice; # clarify the basic elements of the practice of public diplomacy, including the functioning of diplomatic missions, their activities and personnel;	

- # identify the political, economic and cultural specificities of the respective country;
- # orient oneself in the possibilities of professional application and diplomatic career prospects;
- # read with understanding, analyze and critically evaluate relevant professional literature;
- # critically discuss current topics related to diplomatic development.

Indicative content:

[illegible]

Support literature:

1. BERRIDGE, G. R.: *Diplomacy. Theory and Practice*. London: Palgrave Macmillan, 2015. ISBN 978-1-137-44552-0.
2. BERRIDGE, G. R. – James, A.: *Dictionary of Diplomacy*. London: Palgrave Macmillan, 2003. ISBN 978-1403915368.
3. KISSINGER, H.: *Diplomacy*. New York: Simon & Schuster, 1994. ISBN 978-0671510992.
4. MELISSEN, J. (Ed.): *The New Public Diplomacy (Soft Power in International Relations)*. London: Palgrave Macmillan, 2005. ISBN 978-1-4039-4516-7.

Syllabus:

Interactive presentations by invited heads of diplomatic missions or representatives of international organizations on issues related to current issues of international economic and political relations in their home countries. A special space is dedicated to a moderated discussion. The names of invited guests will be announced before the start of classes in the respective semester.

- ## 1. Introduction

Terminology, basic historical background, and explanation of the relationships between the different dimensions of diplomacy. Instructions for the semester assignments.

2. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
3. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
4. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
5. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
6. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.

7. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
8. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
9. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
10. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
11. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
12. Relevant country - current developments with a focus on economic diplomacy, political situation and cultural specificities.
13. Final colloquium

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 141

A	B	C	D	E	FX
16.31	19.15	24.82	25.53	10.64	3.55

Lecturer: doc. Mgr. Boris Mattoš, PhD.

Course Leader: 27.06.2023

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA25083/25	Title of course: Distribution in Marketing (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: - 20 % - continuous semester evaluation - 20 % - semester seminar project - 60 % - written exam	
Total study load (in hours): - Workload: 182 hours - Attendance at lectures: 26 hours - Participation in seminars: 26 hours - Preparation for seminars: 20 hours - Processing of the semester project: 40 hours - Preparation for written knowledge verification: 26 hours - Exam preparation: 44 hours	
Teaching results: <p>By completing the course, students will gain knowledge about the importance of distribution as a marketing mix tool, about the typology of distribution channels, about the bodies involved in distribution processes. They will become familiar with basic distribution strategies and their application in individual stages of the product life cycle, they will gain knowledge about logistics as a part of distribution, its tasks and modern approaches in logistics. They will gain an overview of individual areas of application of logistics in distribution - about the logistics of purchasing, storage, sales, transport, new trends in logistics. They will also gain knowledge about the social responsibility of logistics companies.</p> <p>Graduates of the course will be able to identify and analyze the conditions and relationships arising in distribution and logistics processes during the transformation of a product on its way from the producer to the consumer. They will understand the importance of a logistical approach to solving distribution, they will be able to identify and analyze the costs arising in distribution processes for the implementation of individual activities of physical distribution. They will be able to assess the suitability of choosing a distribution channel for a given type of product and a given market, compare the effectiveness of individual types of distribution channels. They will understand new trends in logistics and be able to interpret them appropriately, especially from the perspective of environmental sustainability of logistics.</p>	

By successfully completing the course, students will acquire competencies that will enable them to apply for middle management positions in the sales, distribution and logistics departments of both manufacturing and commercial enterprises.

They will be able to work in junior positions in distribution and logistics centers in the purchasing, order fulfillment and inventory management departments. They will be able to solve operational problems in resolving issues of product transportation from the production area to the trade and consumption area.

Indicative content:

Distribution as a marketing tool. Types and types of distribution, distribution channels and their typology. Distribution bodies. Franchising. Supply logistics. Purchasing logistics. Warehousing logistics. Sales logistics. Transport logistics. Electromobility. Reverse logistics. New trends in logistics. Social responsibility of logistics companies.

Support literature:

1. DAŇO, Ferdinand – DRÁBIK, Peter – REHÁK, Róbert – VERNEROVÁ, Dominika. Distribúcia (Distribúcia v marketingu, Distribučný manažment). Bratislava: Vydavateľstvo Ekonóm, 2022. 328 s. ISBN 978-80-225-4962-2.
2. DAŇO, Ferdinand – DRÁBIK, Peter – REHÁK, Róbert – VERNEROVÁ, Dominika. Distribution (Distribution in marketing, Distribution management). Bratislava: Vydavateľstvo Ekonóm, 2024. 328 s. ISBN 978-80-225-5179-3.
3. CHRISTOPHER, Martin. Logistics and Supply Chain Management, 6th Edition. FT Publishing International, 2023. 360 p. ISBN 978-1292416182.
4. MANGAN, John – LALWANI, Chandra, CALATAYUD, Agustina. Global Logistics and Supply Chain Management 4th Edition. Wiley, 2020. 336 p. ISBN 978-1119702993.

Syllabus:

1. Introduction to the theory of distribution and logistics. Basic distribution strategies.
2. Distribution channels, typology of distribution channels, vertical marketing system, horizontal marketing system.
3. Distribution bodies, typology of distribution bodies.
4. Franchising.
5. Supply logistics, inventory management.
6. Purchasing logistics.
7. Warehousing logistics, tasks and types of warehouses, warehouse technologies.
8. Sales logistics.
9. Transport logistics, types and types of transport. Transport and forwarding services.
10. Electromobility, alternative modes of transport.
11. Reverse and waste logistics.
12. New trends in logistics.
13. Social responsibility of logistics companies.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Róbert Rehák, PhD., Ing. Michal Jankovič, PhD.

Course Leader: 31.03.2025 prof. Ing. Ferdinand Daňo, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21021/21	Title of course: E-Business (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KIM FPM/MMA21017/21-Business Informatics (in English)	
Requirements to complete the course: 30 % continuous written work, 70 % written examination	
Total study load (in hours): 104 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 13 h, preparation for semester project website and other assignments 13 h, preparation for exam 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive overview of all aspects of e-business with a main focus on creating a functional eCommerce solution in the enterprise and all its essentials, such as the uniqueness of B2C and B2B relationships, strategies for selling products and services in the electronic space (electronic marketplaces, auctions, etc.), electronic security, options for promoting eCommerce solutions and opportunities in the field of eGovernment. Competence: <ul style="list-style-type: none"> • Orientation in eCommerce issues and understanding of all the relationships and contexts that a business may encounter in this area. • Overview of the possibilities of making an enterprise eCommerce solution visible in the electronic world. • Understanding the potential vulnerabilities of an eCommerce solution from both the enterprise and user perspective and how to address these risks. • Overview of the state and possibilities of eGovernment in Slovakia and their comparison with countries within the EU and its status within the world. Skill: <ul style="list-style-type: none"> • Create a corporate identity as a basis for the creation of an organization's website. • Creation of a corporate web presentation and implementation of corporate identity elements into a corporate website. • Implementation of a comprehensive eCommerce (electronic commerce) solution. • Ability to make the eCommerce solution visible on the Internet and within different strategies. 	
Indicative content: Thematic definition of lectures:	

1. Introduction to e-business, definition of e-business and explanation of the differences between e-business, eCommerce and e-commerce, categorization of e-business entities by level (B2B, B2C, ...).
2. eCommerce part 1 - definition, characteristics, comparison of digital and traditional markets, customer journey, other forms of eCommerce: contextual, social, local, mobile and collaborative.
3. eCommerce part 2 - definition of eCommerce, depiction of its system model, how it works from a process perspective, eCommerce essentials, eCommerce business models and their revenue opportunities.
4. eCommerce part 3 - brief description of the GDPR and its impact on eCommerce, legal aspects affecting eCommerce, content of terms and conditions and privacy policy document. Ethical principles in eCommerce.
5. eCommerce part 4 - eCommerce in global market conditions, electronic marketplaces, own eshop vs. electronic marketplace - which of the options and under which circumstances is advantageous for the company, overview of electronic marketplaces designed for B2C.
6. eCommerce part 5 - the use of eCommerce solutions in B2B, case studies and types of business models in B2B, types of auctions, their advantages and disadvantages and their application within the electronic system in the areas of B2B, B2C and G2B.
7. eCommerce Part 6 - Key Performance Indicators (KPIs) to measure eCommerce performance and online tools to capture appropriate data. A brief overview of how to promote your organization in the eCommerce world, its formats and payment models.
8. Aspects of website and eCommerce design, layout of the various elements within a website, best practices and content of individual menu items.
9. Optimising a website for web search engines and its aspects, explanation of how a web search engine works, identification of keywords and how they can be implemented in the content of a website, the process of optimising a website for web search engines.
10. Electronic signature and its application, how electronic signature works and the difference between electronic signature and guaranteed electronic signature. The use of electronic signature in eGovernment and an overview of the state of eGovernment in the EU and worldwide.
11. eGovernment in Slovakia, electronic mailbox and its establishment and use, methods of authentication, use of eID, possibilities in the field of electronic communication with state authorities.
12. Competitive Intelligence, definition, status, system context, links, roles and types, anatomizing the Competitive Intelligence cycle, characterization of commercial databases, their roles in relation to Competitive Intelligence, case study.
13. E-commerce security, information security as a whole, defining the appropriate level of security, participants in e-commerce, types of possible attacks on e-commerce, security measures and rules. Thematic definition of exercises:
 1. Working in Desktop Publishing (DTP) - program environment, principles of working in DTP applications, options for creating print documents and design manual.
 2. The essentials of a corporate design manual, its content and the process of its creation using the DTP program.
 3. The basics of using HTML and CSS when editing text on a web page, using the W3School Tutorial.
 4. Ecommerce website project - part 1: Explaining the functionality of web hosting and installing the content management system on web hosting. Presentation of the Wordpress content management system environment. Accessing files on the web hosting using FTP.
 5. Project of an e-commerce website - Part 2: Logging into the content management system, basic configuration and overview of basic controls. Working with the different components of the site.

6. Ecommerce website project - Part 3: Working with the graphic template and its functionality. Comparison of graphic templates, their selection and installation. Working with widgets and page builder.
7. Ecommerce website project - part 4: Creating menus and website structure. Installation of content management system extensions and SEO basics.
8. Ecommerce website project - part 5: Adding an e-commerce website - installing and introducing e-commerce functionality.
9. E-commerce website project - Part 6: Designing the structure of the website, selecting a graphic template in accordance with the design manual and creating the content.
10. Ecommerce website project - part 7: installation of functionality extending plugins into the content management system (contact form and setting up mailings, cookie alerts, etc.).
11. Ecommerce website project - part 8: Independent work on the exercise - creating your own e-commerce website in accordance with the design manual.
12. Presentation of students' web projects on the exercise and their evaluation.
13. Presentation of students' web projects on the exercise and their evaluation.

Support literature:

1. TANNER, Larsson. Ecommerce Evolved. Scotts Valley : CreateSpace, 2016. 332 s. ISBN 978-15-3461-934-0.
2. CHAFFEY, Dave. – HEMPHILL, Tanya. – EDMUNDSON, David. Digital Business and E-Commerce Management. London : Pearson, 1737 p. ISBN 978-12-9219-333-5.
3. KINGSNORTH, Simon. Digital Marketing Strategy, 2. vyd. London : Kogan Page, 384 s. ISBN 978-0749484224.
4. JELASSI, Tawfik. – MARTINEZ-LÓPEZ, Francisco. Strategies for e-Business, 4. vyd. Berlin : Springer, 2020. 705 s. ISBN 978-3030489496.

Syllabus:

Thematic definition of lectures:

1. Introduction to e-business, definition of e-business and explanation of the differences between e-business, eCommerce and e-commerce, categorization of e-business entities by level (B2B, B2C, ...).
2. eCommerce part 1 - definition, characteristics, comparison of digital and traditional markets, customer journey, other forms of eCommerce: contextual, social, local, mobile and collaborative.
3. eCommerce part 2 - definition of eCommerce, depiction of its system model, how it works from a process perspective, eCommerce essentials, eCommerce business models and their revenue opportunities.
4. eCommerce part 3 - brief description of the GDPR and its impact on eCommerce, legal aspects affecting eCommerce, content of terms and conditions and privacy policy document. Ethical principles in eCommerce.
5. eCommerce part 4 - eCommerce in global market conditions, electronic marketplaces, own eshop vs. electronic marketplace - which of the options and under which circumstances is advantageous for the company, overview of electronic marketplaces designed for B2C.
6. eCommerce part 5 - the use of eCommerce solutions in B2B, case studies and types of business models in B2B, types of auctions, their advantages and disadvantages and their application within the electronic system in the areas of B2B, B2C and G2B.
7. eCommerce Part 6 - Key Performance Indicators (KPIs) to measure eCommerce performance and online tools to capture appropriate data. A brief overview of how to promote your organization in the eCommerce world, its formats and payment models.
8. Aspects of website and eCommerce design, layout of the various elements within a website, best practices and content of individual menu items.

<p>9. Optimising a website for web search engines and its aspects, explanation of how a web search engine works, identification of keywords and how they can be implemented in the content of a website, the process of optimising a website for web search engines.</p> <p>10. Electronic signature and its application, how electronic signature works and the difference between electronic signature and guaranteed electronic signature. The use of electronic signature in eGovernment and an overview of the state of eGovernment in the EU and worldwide.</p> <p>11. eGovernment in Slovakia, electronic mailbox and its establishment and use, methods of authentication, use of eID, possibilities in the field of electronic communication with state authorities.</p> <p>12. Competitive Intelligence, definition, status, system context, links, roles and types, anatomizing the Competitive Intelligence cycle, characterization of commercial databases, their roles in relation to Competitive Intelligence, case study.</p> <p>13. E-commerce security, information security as a whole, defining the appropriate level of security, participants in e-commerce, types of possible attacks on e-commerce, security measures and rules.</p> <p>Thematic definition of exercises:</p> <p>1. Working in Desktop Publishing (DTP) - program environment, principles of working in DTP applications, options for creating print documents and design manual.</p> <p>2. The essentials of a corporate design manual, its content and the process of its creation using the DTP program.</p> <p>3. The basics of using HTML and CSS when editing text on a web page, using the W3School Tutorial.</p> <p>4. Ecommerce website project - part 1: Explaining the functionality of web hosting and installing the content management system on web hosting. Presentation of the Wordpress content management system environment. Accessing files on the web hosting using FTP.</p> <p>5. Project of an e-commerce website - Part 2: Logging into the content management system, basic configuration and overview of basic controls. Working with the different components of the site.</p> <p>6. Ecommerce website project - Part 3: Working with the graphic template and its functionality. Comparison of graphic templates, their selection and installation. Working with widgets and page builder.</p> <p>7. Ecommerce website project - part 4: Creating menus and website structure. Installation of content management system extensions and SEO basics.</p> <p>8. Ecommerce website project - part 5: Adding an e-commerce website - installing and introducing e-commerce functionality.</p> <p>9. E-commerce website project - Part 6: Designing the structure of the website, selecting a graphic template in accordance with the design manual and creating the content.</p> <p>10. Ecommerce website project - part 7: installation of functionality extending plugins into the content management system (contact form and setting up mailings, cookie alerts, etc.).</p> <p>11. Ecommerce website project - part 8: Independent work on the exercise - creating your own e-commerce website in accordance with the design manual.</p> <p>12. Presentation of students' web projects on the exercise and their evaluation.</p> <p>13. Presentation of students' web projects on the exercise and their evaluation.</p>
<p>Language whose command is required to complete the course:</p> <p>English</p>
<p>Notes:</p>
<p>Assessment of courses</p> <p>Total number of evaluated students: 132</p>

A	B	C	D	E	FX
34.09	28.03	10.61	8.33	4.55	14.39
Lecturer: doc. Ing. Vladimír Bolek, PhD., Ing. Matej Černý, PhD., doc. Ing. Anna Hamranová, PhD.					
Course Leader: 14.05.2022 doc. Ing. Anna Hamranová, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA25071/25	Title of course: E-commerce (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: - 40 % - continuous semester evaluation - 60 % - written exam	
Total study load (in hours): - Workload: 130 hours - Attendance at lectures: 26 hours - Participation in seminars: 26 hours - Preparation for seminars: 26 hours - Processing of the semester projects: 13 hours - Preparation of literary research: 13 hours - Exam preparation: 26 hours	
Teaching results: <p>Students of the E-Commerce course will gain knowledge about template-based and boxed internet platforms used for building and operating online stores. They will learn to analyze their efficiency and optimize scalability. They will acquire principles for selecting appropriate domain names and hosting solutions, understanding their impact on the performance of online stores. The course provides an overview of website typology, information architecture, website structure, and concepts of User Experience (UX) and User Interface (UI). Students will learn to identify sources of website traffic and understand principles for optimizing websites for other internet platforms.</p> <p>Students will develop practical skills in creating online stores using template-based and boxed solutions, from initial planning to launch. They will learn to design website structures, implement design and conversion elements, product pages, and interactive modules, and ensure responsive designs suitable for various devices. They will be able to analyze online consumer behavior, apply SEO techniques, and integrate marketing tools such as email marketing and marketing process automation. Additionally, they will gain hands-on experience in content management, managing product catalogs, and optimizing both dynamic and static content. They will also learn to conduct functionality testing of e-shops, configure payment gateways, and collect user feedback.</p> <p>Graduates of the course will be competent to manage online stores comprehensively, from initial analysis and planning to launch and optimization. They will acquire the ability to develop and implement e-business strategies focused on increasing traffic and conversions. Graduates will be prepared to adapt flexibly to technological innovations and trends in e-commerce and to utilize</p>	

marketing tools effectively to support e-shop expansion. They will gain knowledge of the ethical, legal, and technical aspects of digital business, enabling them to lead responsible and sustainable internet projects.
Indicative content: The E-Commerce course provides students with practical skills and theoretical knowledge necessary for creating and managing online stores using boxed and template-based solutions. Students will learn how to select domains and hosting solutions, understand website typology, and plan e-commerce operations through brainstorming, goal setting, and designing website structures. They will master key website elements such as call-to-action components, product pages, and interactive modules, while understanding the principles of UX, UI, and responsive design. The course includes analyzing sources of website traffic, implementing SEO techniques, and optimizing websites to enhance visibility and performance. Students will gain hands-on experience with marketing tools such as email marketing and automation and will learn to efficiently manage content, including product catalogs. The course concludes with a focus on testing, launching e-shops, validating functionality, and collecting feedback for continuous project improvement.
Support literature: 1. KUČHTA, Martin a kol.. Digitálny marketing : marketingová komunikácia na internete. Recenzenti: Jakub Horváth, Peter Hacek. - 2. vydanie. - Bratislava : Vydavateľstvo GRADA 2024. 160 s. ISBN 978-80-8090-921-5 2. MATUŠOVIČOVÁ, Monika - ČERVENKA, Peter. E-commerce. Recenzenti: Andrej Miklošík, Jakub Horváth. - 1. vydanie. - Bratislava : Vydavateľstvo EKONÓM, 2023. - 153 s. ISBN 978-80-225-5067-3 3. KUČHTA, Martin a JANKOVIČ, Michal. Manažment sociálnych sietí. Recenzenti: Radovan Bačík, Jakub Horváth. - 1. vydanie. - Bratislava : Vydavateľstvo GRADA 2024. 144 s. ISBN 978-80-809-0716-7 4. LEVY, Jaime. UX Strategy. - 2. vydanie - Vydavateľstvo O'Reilly, 2024. – 332 s. ISBN 1492052434 5. KOTLER, Philip, KARTAJAYA Hermawan a SETIAWAN Iwan. Marketing 6.0. Vydavateľstvo John Wiley & Sons Inc. 2023. – 256 s.. ISBN 1119835216
Syllabus: 1. Introduction to E-Commerce Project Development. 2. Classification of Websites in Digital Business. 3. Address and Hosting for E-Commerce Projects. 4. Strategic Planning of an E-Commerce Project. 5. Creating and Designing the Structure of an E-Commerce Website. 6. Key Website Elements in the Context of E-Commerce. 7. User Interface and User Experience. 8. Responsiveness and Adaptability of Websites. 9. Sources of Website Traffic. 10. Website Optimization for Increasing Traffic and Conversions. 11. Integration of Internet Marketing Communication Tools. 12. Effective Content Management in E-Commerce Systems. 13. Validation of E-Commerce Solutions.
Language whose command is required to complete the course: English
Notes:
Assessment of courses Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0
Lecturer: doc. Ing. Martin Kuchta, PhD., MBA					
Course Leader: 29.03.2025 doc. Ing. Martin Kuchta, PhD., MBA					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB25041/25	Title of course: EU Enlargement and External Relations (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40 % participation in seminars and assignments, research-based assignment and its presentation; 60 % final exam;	
Total study load (in hours): Total: study load 3 credits x 26 h = 78 hours Separate study load for individual educational activities: Attendance at seminars: 26 hours Individual preparation of semester coursework and its presentation/Team coordination and assignments, research-based assignment and its presentation: 39 hours Preparation for the final exam: 13 hours	
Teaching results: Students will possess following abilities: - ability to address the multidimensional nature of EC/EU external relations, - knowledge of the retrospective of EC/EU enlargement in the context of EC/EU external relations, - knowledge of alternatives to EC/EU Enlargement and understanding of their perspective as a prerequisite for further development of qualification. Students will obtain following skills: - holistic approach to the societal, geoeconomic and geopolitical context of EC/EU enlargement and Brexit, - use of open access sources of data and identification of the potential for EU enlargement, - ability to compare and interpret the status quo of EU enlargement in the context of EU external relations. Students will gain following competences: - understanding of the respective official documents of institutions on the national, European or international level, - fact- and data-based argumentation, innovative, creative and flexible thinking in the context of an interdisciplinary approach to EC/EU enlargement and Brexit, - critical assessment, synthesis in terms of theory and interpretation of analyses as a prerequisite to pursue lifelong learning in terms of competence in the area of European integration.	
Indicative content:	

Retrospective of EC/EU enlargement in the context of EC/EU external relations. Status quo of EU enlargement in the context of EU external relations. Perspective of EU enlargement in the context of EU external relations. Advantages and disadvantages associated with EC/EU enlargement and withdrawal from the EU.

Support literature:

1. KEUKELEIRE, Stephan – DELREUX, Tom. The Foreign Policy of the European Union. 3rd ed. London: Bloomsbury Academic, 2022. 460 s. ISBN 9781350930476.
2. Oficiálne pramene z web sídla Európskej únie: EUROPEAN COMMISSION Enlargement Package 2022-2024.
3. GATEVA, Eli. European Union Enlargement Conditionality. Basingstoke: Palgrave Macmillan, 2015. 254 s. ISBN 978-1-137-48242-6.
4. FIALA, Petr – KRUTÍLEK, Ondřej – PITROVÁ, Markéta. Evropská unie. 3. aktualizované, rozšířené a doplněné vydání. Brno: Centrum pro studium demokracie a kultury (CDK), 2018. 990 s. ISBN 978-80-7325-450-6.

Syllabus:

1. Introduction into EC/EU enlargement and terminology in the context of EC/EU external relations (external relations of the EC/EU, accession criteria, European Neighbourhood Policy).
2. First EC Enlargement (1973, United Kingdom of Great Britain and Northern Ireland, Ireland, Denmark) – background and integration status quo in the context of EC external relations.
3. Second EC Enlargement (1981, Greece) – background and integration status quo in the context of EC external relations.
4. Third EC Enlargement (1986, Spain, Portugal) – background and integration status quo in the context of EC external relations.
5. Fourth EU Enlargement (1995, Austria, Finland, Sweden) – background and integration status quo in the context of EU external relations.
6. Fifth EU Enlargement (2004, 2007, countries of Central and Eastern Europe, Cyprus, Malta) – background and integration status quo in the context of EU external relations.
7. Sixth EU Enlargement (2013, Croatia) – background and integration status quo in the context of EU external relations.
8. Candidate countries in the context of indexes relevant to accession criteria and the European Union.
9. Potential candidate countries in the context of indexes relevant to accession criteria and the European Union.
10. Brexit as a precedent of disintegration in the EU, withdrawal from the EU.
11. Alternatives to EC/EU Enlargement in the European and Eurasian context.
12. The European Union and Eager Integrators – spectrum of views and interpretations.
13. The European Union and Reserved Integrators – spectrum of views and interpretations.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Denisa Čiderová, PhD., MA

Course Leader: 28.03.2025 doc. Ing. Denisa Čiderová, PhD., MA

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KOVE FHI/ NIB21012/22	Title of course: Econometrics I (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: individual work and continuous tests 30% project for the final exam 30% final exam 40%	
Total study load (in hours): student workload: 156 h participation in lectures 26 h, participation in seminars 26 h, elaboration of a semester project 52 h, preparation for the final exam 52 h	
Teaching results: Upon successful completion of this course, students will have knowledge of the econometric approach to the analysis, modeling and prediction of economic phenomena and processes and should be able to use the basics of econometric techniques. Students will gain practical skills and competencies with the application of econometric methods in the analysis of economic problems using econometric software.	
Indicative content: 1. Characteristics of econometric approach to the analysis of economic phenomena. Econometric model. Phases of econometric modeling 2. Two-variable regression model. Deterministic and stochastic part of the model, nature of stochastic term. Standard assumptions of a linear model. 3. Estimation of linear model parameters. Statistical properties of estimators. Least squares method. Properties of the least squares method. 4. General linear model. Model in matrix form. Least squares method for k-variable model. 5. Model verification. Coefficient of determination. Testing the statistical significance of individual parameters of the model. Interval estimation and hypothesis testing. 6. Functional forms of regression models – log-log model, semi-log models, reciprocal models. 7. Qualitative variables and their modeling. 8. Regression on dummy variables. Seasonality, fluctuations, structural breaks, and their testing. 9. Violations of the assumptions of the classical model. Autocorrelation – detecting and implications.	

10. Violations of the assumptions of the classical model. Autocorrelation – solving, model dynamization and generalized least squares method. 11. Violations of the assumptions of the classical model. Heteroskedasticity – detecting and implications, solving, weighted least squares method. 12. Violations of the assumptions of the classical model. Multicollinearity – detecting and implications, solution options. 13. Forecasting with single-equation model. Forecasting error. Confidence interval for the forecasts.

Support literature:

1. Gujarati, D., Porter, D. Gunasekar, S.: Basic Econometrics. McGraw 5th ed., New York, 2017
2. Gujarati, D.: Econometrics by Example 2nd ed., Red Globe Press, 2014
3. Wooldridge, J.: Introductory Econometrics: A Modern Approach 7th ed., Cengage Learning, 2019
4. Stock, J., Watson, M.: Introduction to Econometrics 4th ed., Pearson, 2018

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 16

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
87.5	0.0	0.0	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Lecturer:

Course Leader: 17.03.2022

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KOVE FHI/ IIB21125/22		Title of course: Economic Analysis I (in English)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 6					
Recommended semester/trimester of study:					
Degree of study: I., N					
Prerequisites:					
Requirements to complete the course:					
Total study load (in hours):					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
Notes:					
Assessment of courses Total number of evaluated students: 0					
A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0
Lecturer:					
Course Leader: doc. Ing. Karol Szomolányi, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KIM FPM/ MMA21020/21	Title of course: Economic Applications in MS Office (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KIM FPM/MMA21012/21-Business Informatics	
Requirements to complete the course: 40 % continuous written work, 60 % written examination	
Total study load (in hours): 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for continuous written work 20 h, preparation for exam 58 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Comprehensive knowledge of a wide portfolio of mathematical, statistical, financial, logical functions and tools, MS Excel and MS Access application program supplements in data analysis, in finding solutions to investment and financial issues of the enterprise, optimization tasks and to be able to compile output reports of scenarios of the development of individual indicators. Competence: <ul style="list-style-type: none"> • suggest the use of MS Office applications for the enterprise, • assess data relevantly for data analysis, • design and select appropriate MS Excel functions and add-ins to calculate required economic, financial, statistical indicators and optimization tasks, • evaluate and interpret calculated results and output reports, • apply the SQL language in creating queries and subqueries when working with a database in MS Access. Skill: <ul style="list-style-type: none"> • prepare business data for data analysis in MS Excel, • create analytical outputs using MS Excel functions and tools, • perform data analysis using a wide range of functions and plug-ins in MS Excel, • create output reports, evaluate and interpret calculated economic, financial and statistical results and indicators, • create macros to automate and streamline work in MS Word, MS Excel, MS Access, • create queries and subqueries in MS Access database using SQL language. 	
Indicative content: Thematic definition of lectures: 1. Use of MS Excel in business analysis.	

2. Financial functions.
3. Investment projects.
4. Depreciation.
5. Descriptive statistics.
6. Comparing groups.
7. Measuring relationships between variables using statistical functions.
8. Statistical functions and their application and interpretation in final theses.
9. MS Excel add-ins and extensions.
10. MS Office 365.
11. Macros.
12. Big Data.
13. Database processing.

Thematic definition of exercises:

1. Analytical outputs and output reports.
2. Financial functions.
3. Investment projects.
4. Depreciation.
5. Descriptive statistical functions in MS Excel.
6. Comparison of groups in MS Excel (statistical functions).
7. Analysis of interdependence of variables using statistical functions in MS Excel.
8. Analysis of hypotheses, Goal Seek.
9. Data table.
10. Scenario Manager.
11. Solver.
12. SQL queries in MS Access.
13. SQL subqueries in MS Access.

Support literature:

1. CUKIER, Kenneth, MAYER-SCHÖNBERGER, Viktor. Big Data. Publishing House: John Murray, 2017, 320 s., ISBN 9781473647206
2. FIELD, Andy. Discovering statistics using IBM SPSS statistics. Sage, 2013. ISBN 978-1-4462-4917-8
3. WITTEN, Ian H. – FRANK, Eibe - HALL, Mark A. – PAL, Christopher J. Data Mining. Practical Machine Learning Tools and Techniques. Morgan Kaufmann, 2017, 654 s. ISBN 978-0-12-804291-5

Syllabus:

Thematic definition of lectures:

1. Use of MS Excel in business analysis. Source files for data analysis in MS Excel from different areas of business management. Role, importance of constructing output reports using filters, contingency tables, subtotals. Use of matrix formulas - algorithm of writing and calculation.
2. Financial functions. Types of financial functions, construction of formulas and arguments of functions in the calculation of trade margin, mark-up, rebate and critical point of production. Application of selected financial functions in MS Excel in the calculation of financial resources of the enterprise. Notation, arguments and limitations of functions aimed at calculating the financial resources of an enterprise, principal repayment, interest, loan, interest rate, present value of investment, future value of deposit, number of periods, accumulated interest and principal amount. Functions calculating interest rates and annuities.
3. Investment projects. Application of selected financial functions in MS Excel in the calculation of investments, cash flow analysis, methods of evaluation of investment projects. Construction of

formulas, notation of arguments of financial functions focused on investment projects and their limitations.

4. Depreciation. Arguments, notation and limitations of financial functions aimed at calculating accounting depreciation and tax depreciation.

5. Descriptive statistics. Statistical functions in MS Excel, construction of formulas and arguments of functions. Descriptive statistics using an analytical tool in MS Excel. Position indicators and their interrelationships. Standardization of values and its meaning. Frequency analysis, histogram. Interpretation of results of statistical functions. Normality of data distribution, Gaussian curve. Hypotheses and their verification, statistical significance, population and selection, accuracy of measurement and errors in measurement, validity, objectivity, reliability.

6. Comparing groups. Statistical functions focused on group comparisons. Comparison of groups using parametric tests to the mean value. Explanation of normality as conditions for the use of parametric tests and data normality tests. Comparison of two independent groups. Comparing three or more groups. Calculation of the size of the difference between groups (effect size) and their meaning and practical interpretation.

7. Measuring relationships between variables using statistical functions. Statistical functions and analytical tool used to measure relationships between variables. Graphical representation of the dependency. Numerical measurement of the relationship between variables using correlation and simple regression. Interpretation of the values of the calculated correlation coefficient, calculation of the coefficient of determination, interpretation and recording of results. Explanation of assumptions of regression analysis, dependent and independent variable. Regression model for simple regression analysis.

8. Statistical functions and their application and interpretation in final theses. Basic concepts related to research, research, scientific research, procedure and determination of research questions, procedure and determination of assumptions. Description of variables and their types, compilation of the questionnaire, description of frequent errors and practical advice on data collection in the form of a questionnaire.

9. MS Excel add-ins and extensions. Activation of MS Excel add-ins and extensions. Creation and arguments of MS Excel add-ins and extensions - scenarios, solution search, data table, solver. Demonstration of the use of MS Excel add-ins in managerial decision making.

10. MS Office 365. MS Office 365 cloud-based office suite. Comparison of MS Office (desktop) vs. MS Office 365. Open-source alternatives. MS Office 365 platforms across installations, groups and categories with links to enterprise use.

11. Macros. Principle of work, algorithm of macro writing and possibilities of writing in MS Word text editor, MS Excel spreadsheet and MS Access database application program. Demonstration of demonstration of work without and with the use of macros. Possibilities of editing the created macro and its execution. Information security, macro security, macro viruses and infiltration protection tools.

12. Big Data. Importance of data in the knowledge society, knowledge pyramid, types of data in terms of their structure. Features of Big Data, technology platforms for Big Data processing. Benefits of Big Data technology for the enterprise. Current state of Big Data in Slovakia.

13. Database processing. Transactional and multidimensional databases. Basic data models. SQL language, its meaning, basic syntactic constructions, examples of practical use on specific databases. Data Mining - objectives, architecture of a typical IS for DM, data types suitable for DM. Knowledge acquired by mining. DM process. Mining relationship types, examples of mining tasks. DM as part of machine learning.

Thematic definition of exercises:

1. Analytical outputs and output reports. Creation of analytical outputs using MS Excel functions and tools - mathematical, search, logical functions, filters, subtotals, matrix formulas. Creation of single-result array formula and multi-result array formula. Working with extensive data tables.
2. Financial functions. Application of financial functions in MS Excel in solving examples with economic issues. Application of financial functions in calculating examples focusing on - interest rates and annuities, amortization schedule, cash flow analysis, calculation of rate of return. Functions calculating interest rates and annuities. Algorithm of financial functions, possibilities of their application, characteristics, principles and limitations of individual arguments of financial functions. Economic evaluation and formulation of conclusions from the results of financial functions.
3. Investment projects. Application of selected financial functions in MS Excel in the calculation of examples with economic topics focused on investments, cash flow analysis, methods of evaluation of investment projects. Pointing out the construction of formulas, writing the arguments of these financial functions and their limitations.
4. Depreciation. Financial functions aimed at calculating depreciation. The use of financial functions in solving examples aimed at calculating accounting depreciation and tax depreciation. Solving examples focused on the problem of calculating accounting depreciation and tax depreciation in MS Excel.
5. Descriptive statistical functions in MS Excel. Descriptive statistical functions in MS Excel and their importance in data analysis, calculations, output reports. Central tendency indicators, variability and interrelationships between them. Use of the analysis tool in MS Excel to calculate statistical functions. Interpretation of the results of statistical functions.
6. Comparison of groups in MS Excel (statistical functions). Use of an analytical tool in MS Excel to compare two or more independent groups. Calculations of the size of the difference between groups and their significance, practical interpretation and recording of results.
7. Analysis of interdependence of variables using statistical functions in MS Excel. Creating graphs to graphically display the dependency. Using functions and an analytical tool to numerically measure the relationship between variables. Correlation calculation. Interpretation of the height of the values of the correlation coefficient and practical recording of the results of statistical functions.
8. Analysis of hypotheses, Goal Seek. Overview of MS Excel tools for hypothesis analysis. Goal Seek - principle of use, notation and arguments. Obtaining the desired result by fitting one input value, backward solution. Application of the Goal Seek tool to analyse labour productivity by changing costs, revenues and number of workers, to analyse the level of the creditworthiness index when changing individual input indicators.
9. Data table. Analyzing data by using the Data Table tool, writing arguments when one or two variables change. Solving problems using the Data Table to make decisions about solving specific economic problems.
10. Scenario Manager. Defining different values of input data, obtaining relevant results and then performing hypothesis analysis by switching scenarios or creating a summary or contingency table of scenarios. Solving specific economic problems using the Scenario Manager tool.
11. Solver. Applying the Solver tool to solve optimization problems, setting the target cell, defining the group of changed cells, defining the assumptions and constraints of the changed cells. Solving specific optimization problems using the Solver tool.
12. SQL queries in MS Access. Queries in MS Access and their meaning. Characteristics of the SQL language, basic groups of SQL statements, syntax of selected SQL statements, creation of selection criteria, syntax of aggregation functions, joining tables, ordering data, grouping data. Query creation in SQL, comparison of possible ways of query creation in MS Access. Solving queries on the example of a specific database.

13. SQL subqueries in MS Access. Subqueries as one type of queries specific to the use of the SQL language in MS ACCESS. Group of subqueries with SQL statement in Criteria cell, group with SQL statement in Field cell. Subqueries for searching the values of the main query, multiple nested subqueries. Other specific queries: union query, commit query, data defining query, SQL query in Visual Basic for Applications (VBA) programming code.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 56

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
50.0	0.0	0.0	25.0	7.14	12.5	3.57	1.79	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Vladimír Bolek, PhD., doc. Ing. Mgr. Róbert Hanák, PhD.

Course Leader: 26.12.2022 doc. Ing. Vladimír Bolek, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21111/21	Title of course: Economic Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KET NHF/NNE21101/21-Principles of Economics 1 or KET NHF/NNE21102/21-Principles of Economics 2	
Requirements to complete the course: Full-time: 20% - exercises and activities during seminars 20% - tests during seminars 60% - final exam	
Total study load (in hours): 156 (participation in lectures 26, participation in seminars 26, preparation for seminars and tasks 36, preparation for tests 20, preparation for the final exam 48)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Students will be able to identify situations where state intervention in the economy is justified. • Students will get acquainted with the economic policy instruments and the mechanism of operation of these instruments. • Students will be able to orientate themselves in the goals and principles of economic policy and will understand the social framework of economic policy. • Students will understand the importance of the quality of the institutional framework of the economy. Skills: <ul style="list-style-type: none"> • In seminars, students will acquire basic skills to work with relevant data and analytically evaluate the results. • Students will understand the basic approaches to ways of analyzing economic problems and proposing measures/policies. Competences: <ul style="list-style-type: none"> • Students will be able to recognize situations where state intervention in the economy is justified. • Students will understand the options available to the state to deliberately guide economic development. • Students will gain the ability to critically evaluate the possibilities of deploying economic policy measures and the risks associated with it. 	
Indicative content: 1) State and markets in a democratic society	

- 2) Institutions and the exercise of power to meet economic objectives
- 3) Principles and objectives in economic policy
- Macroeconomic policies:
 - 4) Fiscal policy
 - 5) Monetary policy
 - 6) The effect of budgetary and monetary policy in stabilizing the economy
- Microeconomic policies:
 - 7) Competition policy
 - 8) Structural policy
 - 9) Employment and labor market policy
 - 10) Income policy
- 11) Development of economic policy around the world
- 12) Milestones of economic policy in Slovakia

Support literature:
The Core Team: Economy, Society and Public Policy. COREECON, Electric Books Works.
Lukáčik, J. a kol. 2013. Hospodárska politika – teória a prax. Bratislava: Sprint 2, 2013.

Syllabus:

Language whose command is required to complete the course:

Notes:

Assessment of courses	
1	1
2	2
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100	100

Total number of evaluated students: 110

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
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22.73	0.0	0.0	35.45	27.27	5.45	7.27	1.82	0.0	0.0	0.0	0.0
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Lecturer: doc. Ing. Erika Majzlíková, PhD., doc. Ing. Karol Morvay, PhD., Ing. Jarmila Vidová, PhD., MBA, Ing. Tomáš Oleš, PhD.

Course Leader: 11.03.2025 doc. Ing. Karol Morvay, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21039/21	Title of course: Entrepreneurship (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21032/21-Strategic management (in English)	
Requirements to complete the course: 10 % exercise activity, 30 % seminar work, 60 % written exam	
Total study load (in hours): 78 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars and elaboration of seminar work 26 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • the course provides summary knowledge about the entrepreneurial process from the nascence of the idea to the sale of the finished product, • the key knowledge is the transformation of the business idea into a minimally viable product and business model that will enable sustainable and growing business making, • the entrepreneurship is presented as a profession of its kind, which is a combination of entrepreneurial talent, personality traits, professional training and proven practices. Competence: <ul style="list-style-type: none"> • to acquire the meaning, mission and conditions of a viable and socially useful and responsible business making, • to find an unsatisfied need, to create and develop a business idea, to transform an unsatisfied demand into an attractive offer formed by a minimally viable product, • to build a business model for the implementation of a business, • persuade investors to provide financial resources for the implementation of the idea and the growth of the company, • enter the market, gain access to distribution and establish a company in the market. Skill: <ul style="list-style-type: none"> • entrepreneurial thinking that can identify unmet needs and gaps in the market or create completely new needs, • entrepreneurial thinking that perceives business opportunities in an international to global dimension, • combine and synthesize the results of personal and team intuition and analysis into a business idea, • coordinate team work, solve opinion, interest and professional confrontations on the topic of idea development, survival and company growth, 	

- convincing and argumentative presentation of the business idea in front of the investor,
- - setting up own company or applying the entrepreneurial style of managerial work in an established company.

Indicative content:

1. Entrepreneurship and entrepreneur.
2. Business opportunity and business idea
3. Evaluation of the business idea I: Analysis of the offered value and its compliance with the unmet need.
4. Evaluation of business idea II: Feasibility analysis
5. Minimally viable product and market testing
6. Compilation and visualization of business model.
7. Real application of business model.
8. Types of financial resources.
9. Procurement of financial resources.
10. Developing partnerships to support new business.
11. Market entry.
12. Realization of distribution.
13. Legal aspects of business making.

Exercises Tasks:

1. Assignment of seminar work - business project.
2. Formulation of a business idea.
3. Identification of unmet need and analysis of the content of the customer value proposition.
4. Analysis of the feasibility of the customer value proposition.
5. Compilation of a minimum viable product and its market verification.
6. Compilation of a business model based on the analyzed customer value proposition.
7. Confrontation of business model with standardized business models.
8. Choosing the suitable type of financing for a business idea.
9. Negotiations with providers of financial resources.
10. The relationship between the business model and the partner network.
11. Promotion, market entry and product sales.
12. Choice and development of distribution network.
13. Presentation of a business project.

Support literature:

Basic literature:

1. BARON, Robert. A. – HMIELSKI, Keith. M.: Essentials of entrepreneurship. Changing the world, one idea at a time. Cheltenham : EE Edward Elgar, MA, 2018. 384 s. ISBN 978-1-78811-590-2.
2. FELD, Bred – MENDELSON, Jason. Venture deals. 2nd Edition. Hoboken : Wiley, 2013. 272 s. ISBN: 978-1118443613.
3. KURATKO, Donald F. Entrepreneurship. Theory, process, practice. Tenth edition. London : Cengage Learning, 2017. 465 s. ISBN 978-1-305-57624-7.
4. NECK, Heidi M. – NECK, Christopher P. – MURRAY, Emma L. Entrepreneurship. The practice and mindset. Los Angeles : SAGE Publishing, 2018. 530 s. ISBN 9781506376158.
5. OSTERWALDER, Alexander – PIGNEUR, Yves – BERNARDA, Gregory – SMITH, Alan. Value proposition design. Hoboken : Wiley, 2014. 320 s. ISBN 978-1-118-96805-5.
6. SCARBOURGH, Norman M. – CORNWALL, Jeffrey R. Essentials of entrepreneurship and small business management. London : Pearson, 2019. ISBN 9780136879664.

Supplementary literature:

1. BURNS, P. New venture creation. A framework for entrepreneurial start-ups. London : Palgrave MacMillan 2014. 528 s. ISBN 978-1137332899.
2. BUSSGANG, Jeffrey. Are you suited for a start-up. HBR, November-December 2017.
3. BUTLER, Timothy. Hiring entrepreneurial leader. HBR, March-April 2017.
4. FISHER Steven. – DUANE, Ja-Nae. The start-up equation. New York : McGraw-Hill, 2016. 320 s. ISBN 978-0071832366.
5. GASSMANN, Oliver – FRANKENBERG, Karolin – CSIK, Michaela. The business model navigator. London : Pearson, 2014. 400 s. ISBN 978-1292065816.
6. GOMPERS, Paul A. – GORNALL, Will – KAPLAN, Steven N. – STREBULAIEV, Illya. How venture capitalist make decisions. HBR, March-April, 2021.
7. GULATI, Ranjay. Soul of start-up. HBR, July–August 2019.
8. ONYEMAH, Vincent – RIVERA PESQUERA, Martha – ALI, Abdul. What entrepreneurs get wrong. HBR, May 2013.
9. STESKAL, Milan – BONDAREVA, Alexandra. Idea to funding. Vienna : Milan Steskal, 2017. 140 s. ISBN 978-8097265915.

Syllabus:

1. Entrepreneurship and entrepreneur.
Evolution of business. Business concepts (types, schools of thought, processes). Business myths. Cognitive foundations of entrepreneurship. Entrepreneurial thinking. Claims per person of the entrepreneur. Negative aspects of business making. Business ethics and ethical dilemmas.
2. Business opportunity and business idea
Identification of business opportunities. Discovering and inventing an unsatisfied or completely new need. Entrepreneurial imagination and creativity. The process of creating a business idea. Innovation process and creative experimentation. Variations and twists (pivots) in the formation of a business idea.
3. Evaluation of the business idea I: Analysis of the offered value and its compliance with the unmet need.
Customer profile: identification of requirements / unsatisfied needs, shortcomings and benefits. Customer profile evaluation. Value map: identifying products and services, mitigating shortcomings and creating benefits. Evaluation of value map components. Searching of a match (problem-solution, product-market, scalable and profitable business model).
4. Evaluation of business idea II: Feasibility analysis
Limited objectivity of the evaluation. Evaluation criteria (uniqueness, investment, sales growth, product and customer readiness). Traditional evaluation process (technical and market feasibility). Newer evaluation methods (functional feasibility, consumer attractiveness, financial viability, lean start-up metrics).
5. Minimally viable product and market testing
Prototyping. The concept of a lean startup. Minimally viable product. Understanding customer needs. Testing the offered value. Traction. Validation. Market experimentation.
6. Compilation and visualization of business model.
The purpose of the business model. Concepts of RCOV, NICE, positive spiral/virtual cycle. Visualizations of business models: canvas (nine blocks), triangle - business model navigator (four blocks). Costs, revenues and other key performance indicators (KPIs).
7. Real application of business model.
Business model innovation. Cluster typology of real models based on canvas visualization: A. Products and / versus solutions. B. Resources and processes. C. Trade. D. Communities. E. Prices and payments. Typology based on triangle visualization - business model navigator (set of 55 standardized models).
8. Types of financial resources.

Personal savings, FFF (family, friends, fools/supporters), business angels, venture capitalists (VCs), private equity funds, crowdfunding / bootstrapping, mezzanine capital, public resources, debt financing. Business dilemmas.

9. Procurement of financial resources.

Reasons and meaning of external financing. Valuation of the company. Equity investments. Financial statements and projections for start-ups. The negotiation process between the entrepreneur and the investor. Negotiation tactics. Motivation of investors and entrepreneurs. Presentation of a business idea. The role of investors after the provision of capital.

10. Developing partnerships to support new business.

The role of partnerships / networks in building social capital. Usefulness of partnerships / networks for entrepreneurs. Methods of building partnerships / networks. Virtual networking. Network maintenance. Networking to build a founding team.

11. Market entry.

Brand building. Acquiring the first customer. From a prospective customer to a loyal customer. Communication lines with a potential customer. Development of communication campaigns. Creating product awareness. Development of sales skills. Customer motivation to buy the product. Market penetration.

12. Realization of distribution.

Location selection, layout and appearance of the company. Access to distribution networks and channels. E-shop. Viral marketing. Marketing in social media. Global aspects of business making.

13. Legal aspects of business making.

Protection of intellectual property. Succession (Factors and procedures). Exit (IPO or sale). Serial business. Business failure and bankruptcy.

Exercises Tasks:

1. Assignment of seminar work - business project.

The content of the business project will be developed in accordance with the content of lectures and exercises and will be the application of a specific business idea. The business project will be developed continuously and gradually during exercises.

2. Formulation of a business idea.

Observing a selected market and industry, generating, opposing and synthesizing ideas into a business idea, searching for competing ideas. Pivoting an idea.

3. Identification of unmet need and analysis of the content of the customer value proposition.

Application of the customer profile method versus value map method.

4. Analysis of the feasibility of the customer value proposition.

Application of sets of selection criteria, synthesis of multi-criteria evaluation and assessment of evaluation objectivity.

5. Compilation of a minimum viable product and its market verification.

Design of the concept of a minimally viable product and market testing methods, assessment of the objectivity of the market testing design. Design of product price relations.

6. Compilation of a business model based on the analyzed customer value proposition.

Visualization of a business model based on the canvas method, variant representations of the model, opposition of the model and its correction.

7. Confrontation of business model with standardized business models.

Comparison of the proposed model with standardized business models according to the business model navigator concept. Opposition of the model and its correction.

8. Choosing the suitable type of financing for a business idea.

Selection, combination and volume of resources needed to finance operation and investment.

9. Negotiations with providers of financial resources.

Presentation of a business idea in front of an investor in elevator pitch format.

10. The relationship between the business model and the partner network.

Identification of missing resources and processes and specification of deliveries from partners and complementary partners.

11. Promotion, market entry and product sales.

Choice of content and style of promotion, place and date of market entry, customer relations, correction of product price relations.

12. Choice and development of distribution network.

Determination of the main and secondary distribution channels, specification of price, term and technical conditions of distribution

13. Presentation of a business project.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 45

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
57.78	0.0	0.0	40.0	0.0	0.0	0.0	2.22	0.0	0.0	0.0	0.0

Lecturer: prof. Ing. Štefan Slávik, CSc., Ing. Richard Bednár, PhD.

Course Leader: 14.05.2022 prof. Ing. Štefan Slávik, CSc.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21030/21	Title of course: Entrepreneurship in the Creative Industries (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40 % continuous written work, 60 % elaboration and presentation of the final term paper (exam)	
Total study load (in hours): 78 h (attendance at seminars 26 h, preparation for seminars 13 h, preparation for mid-term exam 13 h, preparation and presentation of final term paper 8 h, preparation for exam 18 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of entrepreneurship in the creative industries in both domestic and foreign conceptions by defining the different areas of this sector of the economy, objectives, specific marketing methods, its financing, measuring its economic as well as cultural value. Competence: <ul style="list-style-type: none"> • characterize the essence of the creative industries in Slovakia, their specifics and possibilities for further development as well as the development of creative clusters, • make effective and practical use of available statistics and interpret them correctly in order to analyse the creative industries environment, • critically evaluate the economic and cultural benefits of entrepreneurship in the creative industries, • propose solutions and defend the budget of the selected cultural event. Skill: <ul style="list-style-type: none"> • interpret the specificities of enterprises operating in the creative industries on the basis of their life cycle and business activities, • create a cultural event budget, • perform basic analyses based on statistical data in the different sectors of the creative industries, • to analyse the possibilities and alternatives of business development of creative industries enterprises in relation to regional aspects and the sector, • apply the use of individual elements of the business environment in creative industries enterprises, • apply individual marketing tools with regard to the specifics of creative industries enterprises, • establish effective forms of cooperation with institutions supporting business development in the creative industries. 	
Indicative content: Thematic definition of the seminars:	

1. Introduction to the aims and content of the course
2. Creative industries
3. Opportunities for the development of the creative industries in the Slovak Republic
4. Creative clusters
5. Cultural statistics
6. Methods of benchmarking cultural projects and organisations
7. Cultural programme, cultural project, cultural event
8. Internal and external evaluation within a cultural organization
9. Funding opportunities for the creative industries in Slovakia
10. Digital evolution in the creative industries
11. Specifics of marketing in a cultural institution, festival or cultural event
12. Marketing of theatre, dance and singing
13. Presentation and evaluation of the final term paper

Support literature:

Basic literature:

1. KMETY BARTEKOVÁ, Mária. Sponsorship as an alternative form of financing creative industries in developed European countries. In The Current Position of Companies in the Creative Industries in the Conditions of the Slovak Republic and the European Union. -České Budějovice : Vysoká škola evropské a regionálních studií, 2021. I-20-101-00 (100%).
2. KMETY BARTEKOVÁ, Mária- MAJDÚCHOVÁ, Helena. Business models in the creative industries based on sustainability. In The Current Position of Companies in the Creative Industries in the Conditions of the Slovak Republic and the European Union. - České Budějovice : Vysoká škola evropské a regionálních studií, 2021. VEGA 1/0340/19 (50%), I-20-101-00 (50%).
3. KMETY BARTEKOVÁ, Mária. Models of creative industries development in the Slovak Republic. In Entrepreneurial dimension of creative industry entities in the context of innovation and smart growth I. : Proceedings of scientific papers. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4778-9, pp. 22-29 online. VEGA 1/0340/19.
4. MAJDÚCHOVÁ, Helena et al. Entrepreneurial dimension of creative industry entities in the context of innovation and smart growth I. : Proceedings of scientific papers. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4778-9, online. VEGA 1/0340/19.
5. ŠAGÁTOVÁ, Slávka. The impact of the corona crisis on creative industries enterprises in the Slovak Republic. In Entrepreneurial dimension of creative industry entities in the context of innovation and smart growth I.: Proceedings of scientific papers. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4778-9, pp. 57-64 online. VEGA 1/0340/19.
6. ŠAGÁTOVÁ, Slávka. Development of selected sectors of creative industries in European countries. In Economics, Finance and Business Management 2019: Proceedings of Scientific Papers. - Bratislava: EKONÓM Publishing House, 2019. ISBN 978-80-225-4680-5, pp. 539-544 online. VEGA 1/0340/19.
7. ŠAGÁTOVÁ, Slávka. Break-even point of creative industries enterprises in the conditions of crisis. In Economics and Management: scientific journal of the Faculty of Business Management of the University of Economics in Bratislava. - Bratislava: Faculty of Business Management of the University of Economics in Bratislava, 2020. ISSN 2454-1028, 2020, vol. 17, no. 1, pp. 89-96 online. VEGA 1/0340/19.
8. TRÚCHLIKOVÁ, Mária. Evaluation of financial health of creative industries companies. In The Current Position of Companies in the Creative Industries in the Conditions of the Slovak Republic and the European Union. - České Budějovice: Vysoká škola evropské a regionálních studií, 2021. I-20-101-00 (100%).

9. KMETY BARTEKOVÁ, Mária - MAJDÚCHOVÁ, Helena - ŠAGÁTOVÁ, Slávka. Entrepreneurship in the creative industries in the Slovak Republic (planned to be published by 08/2022), 1st ed., 200 p.
10. KMETY BARTEKOVÁ, Mária – REMEŇOVÁ, Katarína. Price management in enterprises of creative and cultural industries : scientific monograph - 1st edition. - Bratislava : Vydavateľstvo EKONÓM, 2022. - CD-ROM 87 s. ISBN 978-80-225-4999-8
- Supplementary literature:
10. REMEŇOVÁ, Katarína – MAJDÚCHOVÁ, Helena – KINTLER, Jakub. Pricing in Creative Industry. 1st ed., Hamburg: Verlag Dr. Kovač, 2021. 216 p. ISBN 978-3-339-12346-6
11. KOTLER, Neil G. – Kotler, Phillip – Kotler, Wendy I. Museum Marketing and Strategy: Designing Missions, Building Audiences, Generating Revenue and Resources. 2nd ed., Hoboken: Wiley, 2016. 544 p. ISBN 978-1-119-36374-3
12. THROSBY, David. Economics and Culture. 1st ed., Cambridge: Cambridge University Press, 2001. 208 p. ISBN 0-521-58639-9
13. SMOLÍKOVÁ, Marta. Art Management. 1st ed., Praha: VŠUP, 2008. 167 p. ISBN 978-80-86863-24-5.
14. TOWSE, Ruth. A Handbook of Cultural Economics. 2nd ed., Cheltenham: Edward Elgar Publishing Ltd., 2011. 456 p. ISBN 978-18-48448-87-2
15. SNOWBALL, Jeanette D.. Measuring the value of culture: Methods and examples in cultural economics. Berlin: Springer Science & Business Media, 2007. 230 p. ISBN 978-3-540-74360-6
16. TROILO, Gabriele. Marketing In Creative Industries: Value, Experience and Creativity. 1st ed., New York: Macmillan International Higher Education, 2015. 384 p. ISBN 978-0230380240
17. ŠAGÁTOVÁ, Slávka. Development of Cultural and Creative Industry in EU Countries. In Current Problems of the Corporate Sector 2019. International Scientific Conference. Current problems of the corporate sector 2019: proceedings of the international scientific conference, 2019, Ráztočno Handlová, Slovensko. - Bratislava: EKONÓM Publishing House, 2019. ISBN 978-80-225-4618-8, pp. 404-410 online. VEGA 1/0340/19.
18. MAJDÚCHOVÁ, Helena - KMETY BARTEKOVÁ, Mária. Evaluation of economic performance of creative industries entities in the segment of publishing activity. In Economics, finance and business management - year 2020: Proceedings of Scientific Papers Issued to Mark the 80th Anniversary of the University of Economics in Bratislava. - Bratislava: EKONÓM Publishing House, 2020. ISBN 978-80-225-4749-9, pp. 356-363 online. VEGA 1/0340/19.
19. TRÚCHLIKOVÁ, Mária - KMETY BARTEKOVÁ, Mária. Concentration and measurement of competitiveness in selected sectors of creative industries. In COMPETITION. Proceedings of the 12th Annual International Scientific Conference COMPETITION. - Jihlava : College of Polytechnics Jihlava, 2020. ISBN 978-80-88064-52-7, pp. 418-427 online. VEGA 1/0340/19 (50%), I-20-101-0 (50%).

Syllabus:

Thematic definition of the seminars:

1. Introduction to the aims and content of the course; study obligations, basic and supplementary literature, creativity and the creative class - sociological reflection on the paradigmatic break, creative people as the economic potential of the future
2. Creative industries - background, concept, brief history, creativity and its share in the value of the product, creative industries in selected EU countries and in the UK, case study - "Creative economy in Europe: 5 steps to growth"
3. Opportunities for the development of the creative industries in the Slovak Republic - on the way to a new cultural policy? , regional distribution of creative clusters in Slovakia, measuring the performance of the creative industries in Slovakia and their parameters

4. Creative clusters - networking of cultural activities as a driver of the economy of higher territorial units and a tool for streamlining business processes, Infrastructure and development of clusters, regional distribution of clusters in Slovakia, typology of clusters
5. Cultural statistics as a tool for orientation and monitoring in the complex of economic activities related to culture, the issue of cultural statistics in the history of economic reflection on culture, sources of cultural statistics and effective work with them
6. Methods of benchmarking cultural projects and organisations, GVA - gross value added per employee, calculation of labour productivity, index of cultural and creative cities, Data Envelopment analysis, continuous written work
7. Cultural programme, cultural project, cultural event, internal and external evaluation, planning and definition of evaluation objectives, project assignment, project staffing and labour relations in enterprises and institutions of the creative industries
8. Internal and external evaluation within a cultural organization, externalities, measurement of spillover effects, Baumol's cost discrepancy, examples from practice, case studies, ongoing consultation of the final term paper
9. Funding opportunities for the creative industries in Slovakia, the Arts Support Fund, the Grant System of the Ministry of Culture of the Slovak Republic, authors' unions and associations (SOZA, LITA, OZIS, SAPA), support for the creative industries at the level of the European Union - the programme "Creative Europe".
10. Digital evolution in the creative industries, digital platforms for sharing music, films and their pricing policy, trends in digital dissemination and mediation of products to clients in crisis conditions, the Long tail model
11. Specifics of marketing in a cultural institution, festival or cultural event, audience building, the role of marketing in the creative industries, creating customer value, customer value analysis, identifying target audiences, solving a case study and discussion
12. Marketing of theatre, dance and singing, specifics of the performing arts, the role of sponsorship, sponsorship as a marketing tool in the performing and audiovisual arts, tax benefits for sponsors in EU countries
13. Presentation and evaluation of the final term paper - feasibility of the cultural or creative project, financing of the project itself and the level of budget processing, quality of the analysis of the external environment and its factors, evaluation of the staffing, evaluation of the sustainability of the project

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 67

A	B	C	D	E	FX
50.75	26.87	16.42	4.48	0.0	1.49

Lecturer: PhDr. Mária Barteková, PhD.

Course Leader: 07.10.2023 PhDr. Mária Barteková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ JVA22016/22	Title of course: European Studies
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 60% continuous written and verbal work during the semester, which includes written testing of knowledge and elaboration of the project within the group together with its presentation, and verbal presentation of knowledge in confrontation with the current situation concerning the EU; 40% of the final written and oral exam	
Total study load (in hours): 5 x 26 = 156 hours participation in lectures: 22 hours participation in seminars: 22 hours preparation for credit tests: 26 hours processing of the final project: 26 hours preparation for the exam: 60 hours	
Teaching results: The graduate will be able to describe the history of economic integration in Western Europe, describe the motives leading to the emergence of the European Communities to the European Union, and later to its enlargement. He will be able to name the main institutions, their roles and main representatives. As part of the EU's development, he will be able to describe the various stages of economic integration and apply them to the EU. The graduate will know the sources of financing the EU budget and what expenses are paid from the EU budget. He will be able to distinguish between individual EU policies in terms of the competences of the EU institutions and the Member States. It will be oriented in the basic policies of the EU, what are their goals, what tools are used for their implementation. Energy, environmental policy and innovation policy form a complex of interrelated policies, and the graduate will be able to critically evaluate the EU instruments used to synergistically meet the objectives of these policies. Migration, asylum, foreign and security policy are policies in the exclusive competence of the Member States and the graduate will be able to assess in which areas a common EU approach is possible.	

The graduate will be able to name EU instruments of EU support policies that increase the competitiveness of the EU and its Member States.

Indicative content:

Development of the integration process in Europe. Institutions of EU. Stages of economic integration. Budget of EU. EU policies. Common agricultural policy. Regional (cohesion) policy. Energy, environmental policy, innovation policy of EU. Transport policy. Common foreign and security policy of EU. EU migration and asylum policy.

Support literature:

NELLO, S.N. (2011) : The European Union: Economics, Policies and History. McGraw-Hill Education, New York, 2011. EAN: 9780077129668.

CINI, M (2013) . European Union Politics. Oxfod university Press, 2013. EAN: 9780199694754. 485 p.

MCCORMICK,J. (2011) :European Union Politics. Palgrave , 2011. EAN: 9780230577077

PARKER, O.- BACHE.I. (2016) :Politics in the European Union.Oxford University Press; 4th Revised edition edition,2016. ISBN: 9780198797791

BULMER, S. (2012)The Member States of the European. Union Oxford University Press , 2012. EAN: 9780199544837

WYPLOSZ,CH. - BALDWIN,R.(2015) : The Economics of European Integration. McGraw-Hill Inc., Us; 5th UK ed. Edition,2015. ISBN: 9780077169657.

Syllabus:

- 1.Development of the integration process in Europe - motives and goals of integration after World War II.
2. Institutions of EU - functioning of institutions, their structure and powers, main representatives, symbols of the EU
3. Stages of economic integration - Single Market, Economic and Monetary Union of the EU
4. Budget of EU- revenue and expenditure of the EU budget.
5. EU policies - competences under the Lisbon Treaty - Common commercial policy - tools, objectives, principles.
6. Common agricultural policy - goals, principles, tools, reforms, current form; Common Fisheries Policy.
- 7.Regional (cohesion) policy - objectives, financial instruments, Language policy
- 8.Energy, environmental policy, innovation policy of EU- principles, tools, mainly
9. Transport policy: cabotage, transport liberalization, tasks and objectives of transport policy.
- 10.Ccommon foreign and security policy of EU- history, actors of EU foreign policy.
11. EU migration and asylum policy - development, basic documents, goals and tools, migration crisis

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 61

A	B	C	D	E	FX
22.95	36.07	6.56	19.67	14.75	0.0

Lecturer: doc. Ing. Kristína Baculáková, PhD., Ing. Ján Dančo, PhD.

Course Leader: 20.01.2022 doc. Ing. Kristína Baculáková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21143/21	Title of course: European Union (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40 % - participation in seminars, assignments (including semester coursework) and quizzes; 60 % - final exam in writing.	
Total study load (in hours): Total study load: 208 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Individual preparation for seminars: 26 hours Team coordination and assignments: 52 hours Practical activities related to current developments (e.g. the Conference on the Future of Europe): 13 hours Preparation of semester coursework and its presentation: 13 hours Preparation for quizzes: 26 hours Preparation for the final exam: 26 hours	
Teaching results: Students will possess following abilities: - Knowledge of terminology and the idea of European integration; - Knowledge of the status, institutions and mechanisms of how the European Union works; - Knowledge of European Union enlargement and Brexit; Students will obtain following skills: - Understanding of the role of European integration in everyday life; - Use of open access sources of qualitative and quantitative data; - Enhanced argumentation skills based on understanding of European integration; Students will gain following competences: - Familiarity with relevant official documents of institutions on the national or international level; - Capability of creative and out-of-the-box thinking as well as perception of alternative scenarios of future developments in European integration; - Aptitude to pursue lifelong learning in terms of European integration as a prerequisite for further development of qualification.	
Indicative content:	

The course is oriented on mediating a primary insight into European integration to students in terms of its evolution, functioning, perspectives as well as related terminology, thus being a prerequisite for exploring this issue in a wider context.

Support literature:

1. BALDWIN, Richard - WYPLOSZ, Charles. The Economics of European Integration. 7th ed. McGraw-Hill Education, 2022. 504 s. ISBN 9781526849434.
2. EURÓPSKA KOMISIA. Európska únia: čím je a čo robí. Luxemburg: Úrad pre vydávanie publikácií Európskej únie, 2022. 68 s. ISBN 978-92-76-24635-0
3. EURÓPSKA KOMISIA. Európska únia: čím je a čo robí. Luxemburg: Úrad pre vydávanie publikácií Európskej únie, 2020. 62 s. ISBN 978-92-79-93621-0.
4. ČIDEROVÁ, Denisa a kol. Európska únia: slovensko-anglická mutácia. Bratislava: Vydavateľstvo EKONÓM (v procese prípravy, 2024).
5. Oficiálne pramene z#web sídla Európskej únie: <https://europa.eu/> Aktuálne online pramene z#problematicy európskej integrácie

Syllabus:

1. Introduction into terminology and the idea of European integration I. (theory)
2. Introduction into terminology and the idea of European integration II. (practice)
3. Status, institutions and mechanisms of the European Union I. (theory)
4. Status, institutions and mechanisms of the European Union II. (practice)
5. European integration as an economic project I. (Balassa, 1961, degrees 1 and 2)
6. European integration as an economic project II. (Balassa, 1961, degrees 3 and 4)
7. European integration in everyday life I. (theory)
8. European integration in everyday life II. (practice)
9. European integration as a political project
10. European Union enlargement I. (2004, 2007, 2013)
11. European Union enlargement II. (candidate and potential candidate countries)
12. Brexit
13. Alternative scenarios of future developments in European integration

Language whose command is required to complete the course:

English

Notes:**Assessment of courses**

Total number of evaluated students: 52

A	B	C	D	E	FX
46.15	25.0	25.0	1.92	0.0	1.92

Lecturer: doc. Ing. Denisa Čiderová, PhD., MA

Course Leader: 30.03.2025 doc. Ing. Denisa Čiderová, PhD., MA

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21252/21	Title of course: Experimental Economics
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20% class exercise: specifying a research question 40% class project: The primary focus of the course is on applying experimental methods, which can only be done through a project (rather than an exam), hence the 40% weight on the project.	
Total study load (in hours): Full time $6 \times 26 = 156$ • Lectures 52 h, tutorials + experiment 26 h, class exercise 6 h, studying for the exam 36 h, class project 36 h	
Teaching results: Understanding Distinguishing between causality and correlation Competence Critical thinking, identification of alternative explanations of a particular economic phenomenon, ability to ask a research question and answer it Skills Designing a laboratory and field experiment to answer a research question, application of experimental methods within an organization or industry to find out what works and what does not.	
Indicative content: <ul style="list-style-type: none"> • Methodology of science, the role of theory, hypothesis testing, the importance of experiments • Property rights and their impact in economic transactions • Cooperation – one of two primary challenges in organizations • Coordination – the second of two primary challenges in organizations • Punishment and Enforcement of Contracts • Competitiveness as a source of efficiency • Market institutions and their impact on market behavior • Market design 	
Support literature: Experimental Methods – A Primer for Economists by Daniel Friedman and Shyam Sunder, Cambridge University Press 2004	

1. V. Smith, "Markets as Economizers of Information: Experimental Examination of the Hayek Hypothesis," *Economic Inquiry*, vol. 20, April 1982, pp. 165-179.
2. V. Smith, "An Empirical Study of Decentralized Institutions of Monopoly Restraint," pp. 83-106 in G. Horwich and J. Quirk (eds.), *Essays in Contemporary Fields of Economics*. West Lafayette: Purdue University Press, 1981.
3. V. Smith, "Theory, Experiment, and Economics," *Journal of Economic Perspectives*, vol. 3, Winter 1989, pp. 151-169.
4. V. Smith, "Economics in the Laboratory," *Journal of Economic Perspectives*, vol. 8, Winter 1994, pp. 113-131.
5. J. Cox, "On Testing the Utility Hypothesis," *Economic Journal*, vol. 107, July 1997, pp. 1054-1078.

Syllabus:

Language whose command is required to complete the course:
english

Notes:

Assessment of courses

Total number of evaluated students: 47

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
25.53	0.0	0.0	23.4	21.28	12.77	12.77	4.26	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Jana Péliová, PhD., doc. Ing. Maroš Servátka, PhD., doc. Ing. Zuzana Brokešová, PhD., Ing. Matej Lorko, PhD.

Course Leader: 27.01.2022 doc. Ing. Maroš Servátka, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21104/22	Title of course: FL 1 - Culture and Communication in German for Advanced Students
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Project (assessed work) and its presentation – 40% Final examination – 60%	
Total study load (in hours): 26 hours – participation in sessions 20 hours – project and presentation preparation (assessed work) 32 hours – preparation for the examination	
Teaching results: Language Knowledge: Understanding the impact of culture on communication and manifestations of culture in communication, primarily in intercultural interactions stemming from mastering basic terminology and comprehension of selected theories of culture and communication. Language Skills: Ability to adequately assess and analyse a communication encounter in an intercultural context so that its understanding results in successful communication at the relevant level of the German language command. Language Competence: Built-up basic cultural sensitivity a developed cultural awareness.	
Indicative content: <ol style="list-style-type: none"> 1. Culture: definitions, research methodology 2. Culture: forms and ideologies 3. Structure of a culture 4. Values and value systems, changes in values and factors leading to them 5. Perception of stereotypes, prejudices 6. Culture shock and its handling 7. Communication: definitions, the structure and levels of a communication process 8. Intercultural communication 9. Intercultural competence 10. Selected theories of culture 11. Selected characteristics of culture 12. Culture of Germany and German-speaking cultural area 	
Support literature:	

KUCHAROVÁ, J., KUNOVSKÁ, I.: (2017): Grundbegriffe der Kultur und Kommunikation. Bratislava: Ekonóm, 129 s.
 BOLTEN, J.: (2007): Einführung in die Interkulturelle Wirtschaftskommunikation. Göttingen: Vandenhoeck & amp; Rupert,
 Aktuálne materiály relevantných databáz vládnych a medzinárodných organizácií, prípadové štúdie z praxe, relevantné monografie a vedecké časopisy z oblasti kultúry a komunikácie

Syllabus:

Language whose command is required to complete the course:

German

Notes:

Assessment of courses

Total number of evaluated students: 39

A	B	C	D	E	FX
48.72	23.08	20.51	5.13	0.0	2.56

Lecturer: Christina Hintersteiner, M.A.

Course Leader: 15.12.2021 Mgr. Jana Kucharová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21103/22	Title of course: FL 1 - German and Slovak Studies for Advanced Students
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Independent work, other (state, what kind): examination Project (seminar paper) and its presentation – 40% Final examination – 60%	
Total study load (in hours): 26 hours – participation in seminars 20 hours – project preparation (seminar paper) 32 hours – preparation for the examination	
Teaching results: Language knowledge: To acquire basic knowledge about history, culture, politics, economy, demography, social and legal systems of Germany, Austria and Switzerland in comparison with Slovakia. Language skills: To acquire the ability to communicate about current topics in the German language. To understand longer professional texts with a complex structure. To be able to adequately express one's views on the professional, covered and current topics and clearly formulate ideas and attitudes. Language competences: After completing the course, to be able to communicate about professional topics in an international environment at an appropriate language level. To be able to apply the acquired professional and language knowledge and skills in specific communication situations.	
Indicative content: Indicative content: - Basic geographical and sociological information about German-speaking countries and Slovakia. - Slovakia and German-speaking countries in historical context. - Political systems in German-speaking countries. - Comparison of the Slovak political system with political systems of German-speaking countries. - The Judiciary and public administration in Slovakia and German-speaking countries. - National minorities and ethnic groups living in Slovakia and in the German language area. - Comparison of education systems in Slovakia, Germany, Austria and Switzerland. - Labour policy and social system in Slovakia and in the German language space. - The economy in German-speaking countries and in Slovakia. - International cooperation of Slovakia and German-speaking countries. - Media and their role in the area of international relations and international cooperation.	

Culture and art in Slovakia and in the German-speaking language space.					
Support literature: KUNOVSKÁ, I., KUCHAROVÁ, J. (2020): Ausgewählte Themen für den Landeskundeunterricht. Bratislava: Ekonóm, 176 s.					
Syllabus:					
Language whose command is required to complete the course: German					
Notes:					
Assessment of courses Total number of evaluated students: 39					
A	B	C	D	E	FX
35.9	30.77	12.82	10.26	10.26	0.0
Lecturer: Christina Hintersteiner, M.A.					
Course Leader: 15.12.2021 Mgr. Ingrid Kunovská, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KNJ FAJ/VJD21105/22	Title of course: FL 1 - Negotiations in German Language for Advanced Students
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Interim evaluation (presentation of projects, seminar papers): 40 % Final evaluation: 60 %	
Total study load (in hours): 26 hrs – participation on seminars 20 hrs – project (seminar paper) preparation 32 hrs – preparation for exam	
Teaching results: Language knowledge: The course emphasizes the development of professional vocabulary in the English language. Upon successful course completion, the student will be able to use specific formal phrases, terms, words and abbreviations used in contemporary business communication. The student will gain knowledge of basic strategies and tactics of business negotiations with an emphasis on success and efficiency as well as knowledge of the various points of the negotiation process. Language skills: The student will acquire an individual negotiation style, at an appropriate linguistic level, by practising real negotiation situations. In terms of business correspondence, the student will be able to develop different styles of writing letters, reports, memoranda, and other specific business-related content. Emphasis will be placed on developing a variety of styles, i.e. documents and content for all occasions, and the ability to be able to compare these with standard drafts or templates available from authentic sources as a means of building trust between business partners. Language competences: The student will learn about cultural and cross-border differences that have a significant impact on business negotiations. The student will also understand different strategic decisions and interpersonal skills.	
Indicative content: 1. Introduction to negotiation. 2. Interview, discussion, negotiation. 3. Initial contacts with the business partner, company presentation, product presentation. 4. Preparation for business negotiation. 5. Start of business negotiation, small talk. 6. Business negotiation, agenda, course of negotiation. 7. Expressing one's own opinion on the content of negotiation, argumentation.	

8. Argumentation.
9. Negotiating the terms of the contract.
10. Business case.
11. Business contract.
12. Conclusion of business negotiation, compromise, joint resolution.

Support literature:

ONDRČKOVÁ, E. (2010): Obchodné rokovania v nemčine. Sprint.
EISMANN, V. (2006): Erfolgreich in Verhandlungen. Cornelsen.
PORTNER, J. (2010): Besser Verhandeln. Gabal Verlag.

Syllabus:**Language whose command is required to complete the course:**

German

Notes:**Assessment of courses**

Total number of evaluated students: 33

A	B	C	D	E	FX
39.39	42.42	12.12	6.06	0.0	0.0

Lecturer: Christina Hintersteiner, M.A.

Course Leader: 15.12.2021 Mgr. Jana Kucharová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21101/21	Title of course: Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: individual work, mid – term tests written exam 1. individual work at seminars 10 % 2. mid – term tests at seminars 20 % 3. final written exam 70 %	
Total study load (in hours): Full time: totally $6 \times 26 = 156$, namely: Participation in lectures - 26 h. Participation in seminars - 26 h. Preparation for seminars - 20 h. Preparation for mid – term test - 25 h. Preparation for the exam - 59 h.	
Teaching results: <ul style="list-style-type: none"> • students will acquire adequate knowledge and financial literacy as a basis for developing and understanding more complex processes and deeper analytical contexts in finance, • obtaining a comprehensive picture of the sectoral approach to finance (corporate finance, banks and financial intermediaries, commercial insurance, central banking, public finance, social system finance, third sector finance, international financial system), • acquiring knowledge about the main types of financial instruments and their use by entities operating in individual markets, • understanding the principles and mechanisms of operation of financial markets and insurance, • mastering the principles and mechanisms of operation of financial and monetary institutions at the national and supranational level, • acquiring knowledge that is a prerequisite for further study of financial and economic subjects, as well as for solving more complex problems in the real economy. Knowledge and understanding: <ul style="list-style-type: none"> • completion of the subject Finance will create preconditions for mastering the basic concepts of financial theory, as well as for orientation in the issue of functioning of individual financial systems and institutions, 	

- understanding the interrelationships between the real economy and finance and gaining knowledge about the functioning of financial markets and the determinants shaping their balance.

Practical skills and competence:

- ability to analyze the basic context in finance,
- ability to evaluate the causes and consequences of ongoing processes in financial markets, including the formulation of adequate conclusions,
- ability to work in a team in solving projects and seminar work.

Indicative content:

1. Introduction to the course.
2. Money, their evolution and forms
3. Financial market
4. Corporate finance
5. Public finance I
6. Public finance II
7. Banks and banking systems
8. Insurance
9. Finance of social systems
10. Finance of other financial institutions
11. Personal finance, Financial literacy
12. International finance

Support literature:

1. Handa, J. (2009) Monetary Economics. London: Routledge 2009, ISBN 978-04-1577-210-5
2. Mishkin, F.S. (2011) Financial Markets and Institutions (7th Edition) (The Prentice Hall Series in Finance), ISBN 978-0-73-213683-9
3. Rosen, H. S.; Gayer, T. (2010.) Public Finance Ninth Edition, International Edition 2010, ISBN 978-007-126788-5
4. Vaughan Emmett, J. – Vaughan T. (2008) Fundamentals of Risk and Insurance. John Wiley & Sons, Inc., 111 River Street, Hoboken, 2008. ISBN-13 978-0-470-08753-4
5. Zweifel, P. (2012) Eisen Roland: Insurance Economics. Springer Heidelberg Dordrecht London New York, 2012. ISBN 978-3-642-20547-7

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 77

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
20.78	0.0	0.0	27.27	19.48	18.18	5.19	9.09	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Katarína Belanová, PhD.

Course Leader: 24.01.2022 doc. Ing. Kornélia Beličková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KÚA FHI/MIE21015/21	Title of course: Financial accounting I (in english language)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study:	
Prerequisites:	
Requirements to complete the course: 26 hours of lectures 26 hours of seminars 13 hours of preparation for the lectures 26 hours of preparation for the seminars 24 hours of preparation for the continuous written essay (40 % of the overall grading) 41 hours of preparation for the final written exam (60 % of the overall grading) Total study load (in hours): 156	
Total study load (in hours): 26 hours of lectures 26 hours of seminars 13 hours of preparation for the lectures 26 hours of preparation for the seminars 24 hours of preparation for the continuous written essay (40 % of the overall grading) 41 hours of preparation for the final written exam (60 % of the overall grading) Total study load (in hours): 156	
Teaching results: The main goal of the course is to teach the students to use the information from the financial statements, understand the economic factors which could affect them and the apply the accounting principles in the process of their preparation. The students will acquire information necessary for their compilation. In addition, the students acquire knowledge about the structure of the financial statements and the relation between its various parts, reflecting the requirements of the various frameworks for accounting. Based on the financial metrics derived of the financial statements, the students will be able to evaluate and present the financial position of the entity, assess its financial stability a to use the acquired information for their economics decisions. Knowledge – acquire knowledge necessary for the compilation of the financial statements; skills – to determine the related financial metrics; competence – to assess the financial stability of an entity,	
Indicative content: Chart of accounts in the Slovak republic; Plant, property and equipment; Intangible assets; Inventories; Liabilities; Receivables; Expenses, income and accruals; Equity; Cash and its equivalents, transactions and balances in foreign currency.	

Support literature:

Juhászová, Z. a kol. (2021). Účtovníctvo. Bratislava : Wolters Kluwer
Pakšiová, R. – Janhuba, M. (2012). Teória účtovníctva v kontexte svetového vývoja. Bratislava : Wolters Kluwer.
Alexander, D., Nobes, Ch.: Financial Accounting - An International Introduction, Financial Time Press 2010, 4th Edition, ISBN 978-0-273-72164-2.
McLyney, E – Atrill, P. 2012. Accounting: An Introduction. Harlow : Pearson Education Limited, 2012. 860 p. ISBN 978-0-273-77183-8.
Zákon č. 431/2002 Z. z. o účtovníctvo, v znení neskorších predpisov.
Zákon č. 513/1991 Z. z. Obchodný zákonník, v znení neskorších predpisov
Opatrenie Ministerstva financií č. 23054/2002 –92 ktorým sa ustanovujú podrobnosti o postupoch účtovania a rámcovej účtovej osnove pre podnikateľov účtujúcich v sústave podvojného účtovníctva v znení neskorších predpisov, v znení neskorších predpisov.
Opatrenie Ministerstva financií Slovenskej republiky z 3. decembra 2014 č. MF/23377/2014-74, ktorým sa ustanovujú podrobnosti o individuálnej účtovnej závierke a rozsahu údajov určených z individuálnej účtovnej závierky na zverejnenie pre veľké účtovné jednotky a subjekty verejného záujmu, v znení neskorších predpisov

Syllabus:**1. Chart of accounts in the Slovak republic I**

Role of the chart of accounts for maintaining the accounting records. Legal statutes governing the charts of accounts and their classifications with reference to respective industries and materiality of accounting entities. Base for the construction of a chart of accounts: Dewey's decimal system, classes and groups of accounts.

2. Chart of accounts in the Slovak republic II

Scope and the content of the chart of accounts for large accounting entities in the Slovak republic, its specific classes and groups of accounts. Relations between accounts in the chart of accounts and the line items of the financial statements.

3. Plant, property and equipment I

Definition of the plant, property and equipment and its classification. Its measurement and accounting for its acquisitions by way of contribution of an owner, cash purchase, purchase with a deferred payment, purchase on a credit, purchase funded by a grant, acquisition without any transferred consideration. Impact of the respective accounting treatment on the financial statements and KPI's.

4. Plant, property and equipment II

Use of the information related to the self-manufactured plant, property and equipment from the management accounting. Accounting for acquisition of self-manufactured plant, property and equipment, its depreciation, impairment allowances and its disposal. Impact of the respective accounting treatment on the financial statements and KPI's.

5. Intangible assets

Definition of intangible assets and their classifications. Its measurement and accounting for its acquisitions by way of contribution of an owner, cash purchase, purchase with a deferred payment, purchase on a credit, purchase funded by a grant, acquisition without any transferred consideration. Impact of the respective accounting treatment on the financial statements and KPI's. Differences in accounting for in-house research and development costs.

6. Inventories I

Definition of intangible inventories and their classifications. Comparison of the underlying economics of plant, property and equipment, intangible assets, and inventories. Perpetual and periodic method for accounting for inventories: their measurement and accounting for its acquisitions by way of contribution of an owner, cash purchase, purchase with a deferred

payment, purchase on a credit, purchase funded by a grant, acquisition without any transferred consideration and through by in-house production. Accounting for consumption, impairment allowances and sale of inventories. Impact of the respective accounting treatment on the financial statements and KPI's.

7. Inventories II

Use of information from the management accounting for the self-manufactured inventories.

Differences in accounting for self-manufactured inventories when classification of the expenses in accordance with their nature is used as opposed to a situation, when their classification in accordance with their nature is used.

8. Liabilities I

Definition of liabilities and their classification. Underlying economical substance of liabilities to suppliers, financial institutions, employees and the government. Accounting for incurrence, change and settlement of liabilities arising from purchase, provision of a credit and employee benefits.

9. Liabilities II

Accounting for incurrence, change and settlement of liabilities arising from social and health insurance, grants, taxes and relations with owners. Underlying economical substance and accounting for provisions.

10. Receivables

Definition of receivables and their classifications. Underlying economical substance of receivables against customers, loan and credit debtors and other parties. Accounting for the for incurrence, change and settlement of receivables arising from the sale, provision of credits and loans, impairment allowances and other events.

11. Expenses, income and accruals

12. Equity

Accounting for the formation of a business in accordance with its legal form. Structure of the equity. Accounting for distributions of the equity by owners, transfers among reserves and other changes of equity.

13. Cash and its equivalents, transactions and balances in foreign currency

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 42

A	B	C	D	E	FX
30.95	23.81	11.9	21.43	7.14	4.76

Lecturer: doc. Yuliia Serpeninova, PhD., Ing. Renáta Stanley, PhD.

Course Leader: 10.05.2022 doc. Ing. Mgr. Zuzana Juhászová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA25075/25	Title of course: Financial and Price Decision-Making in Business (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % - continuous semester evaluation 80 % - written exam	
Total study load (in hours): - Workload: 156 hours - Attendance at lectures: 26 hours - Participation in seminars: 26 hours - Preparation for seminars: 26 hours - Preparation for written knowledge verification: 20 hours - Exam preparation: 60 hours	
Teaching results: <p>By completing the course, students gain knowledge about the financial management of a business enterprise in the context of the business goal or goals. They will become familiar with the connection between financial planning and business planning and marketing activities in target customer markets, with financial controlling and the use of its tools and procedures in the enterprise. They will gain knowledge about methods, procedures, indicators and their use in the analysis and prediction of the financial situation of a business enterprise, in a detailed analysis of the effectiveness of marketing expenditures and the impacts of decision-making on pricing strategies and pricing on the financial results of the enterprise.</p> <p>Graduates of the course will be able to carry out the necessary financial analyses in relation to the optimization of the financial and property structure of a business enterprise, evaluate the efficiency of business in various areas of business activity, using appropriate procedures, and in particular interpret the calculated indicators and results in the context of the economic and business goals of the business. They will learn to predict the financial situation of suppliers and customers and subsequently use the information obtained in business relations. They will understand current approaches to the analysis of marketing and business costs of a business enterprise and their evaluation through partial and synthetic indicators such as customer profitability or profitability of marketing investments. They will be able to evaluate the effects of pricing decisions in relation to the marketing objectives of the enterprise.</p> <p>By successfully completing the course, students will acquire competencies that will enable them to apply themselves to business positions operating in more complex and demanding consumer and</p>	

business markets. They will be able to connect and solve problems of a strategic and operational nature, connect the financial aspects of business with marketing and business activities, and strengthen their readiness for business negotiations and price negotiations.

Indicative content:

Financial management and business development of a commercial enterprise; specifics of commercial enterprises. Financial management of a commercial enterprise and the connection of financial planning with business plans and marketing activities in the market; balance sheet balance, imbalance, net working capital, Structure, use of assets and its management. Financial controlling and the application of its selected activities in the enterprise; controlling of working capital, controlling liquidity, other ratios. Forecasting the development of the financial situation of a commercial enterprise; models, indicators, quick test, Altman's Z score, creditworthiness index. Performance evaluation as a whole and the use of performance indicators of marketing and commercial activities of the enterprise; economic profit, marketing costs, customer profitability, CLV, ROMI. Decision-making on pricing strategies, in pricing with an impact on the financial results of the enterprise.

Support literature:

1. Oreský, M., Rehák, R. Finančné a cenové rozhodovanie. Bratislava: Wolters Kluwer. 2022
2. Oreský, M., Rehák, R. Finančná a ekonomická analýza obchodného podniku. Bratislava: Wolters Kluwer. 2019.
3. Silkoset, R. Pricing: A Guide to Pricing Decisions. Berlin: De Gruyter, 2023.
4. Lehrskov-Schmidt, U. The Pricing Roadmap: How to Design B2B SaaS Pricing Models That Your Customers Will Love, Fayetteville: Houndstooth Press. 2023.

Syllabus:

1. Financial management and business development of a commercial enterprise.
2. Principles of financial decision-making and financial management of a commercial enterprise, capital and financial structure. Management of enterprise assets.
3. Basic principles and techniques in finance.
4. Financial and controlling and its main activities.
5. Application of selected indicators of financial controlling in a commercial enterprise.
6. Prediction of the financial situation of the enterprise.
7. Analysis of quantitative results and assessment of the efficiency of a commercial enterprise.
8. Modern methods of assessing the performance of a commercial enterprise.
9. Performance indicators of marketing and business activities.
10. Evaluation of projects from the aspect of financial effects.
11. Decision-making in the areas of pricing strategies, in price formation and the impact on the financial indicators of the enterprise.
12. Pricing in e-commerce and in specific areas of commercial entrepreneurship.
13. Innovations and new trends.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Milan Oreský, PhD.

Course Leader: 29.03.2025 doc. Ing. Róbert Rehák, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21263/21	Title of course: Financial econometrics
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 30% two tests during the semester using software, 10% activity during the semester, 60% exam	
Total study load (in hours): Total study load (in hours): Attendance at lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for tests during semester 26 h, preparation for the exam 52 h	
Teaching results: The aim of the course is to provide students with the basic to intermediate level of understanding of econometric methods, techniques and tools used in the area of economics and finance. The student should then be able to – Knowledge, Skills and Competencies <ol style="list-style-type: none"> 1. Read and understand the key concepts in modern finance literature/ research papers 2. Use techniques and tools of econometrics and be able to independently construct econometric models 3. Use econometric models to test hypotheses, to determine (causal) impact of selected variables in economics and to make forecasts 4. Use econometric software 	
Indicative content: <ol style="list-style-type: none"> 1. Introduction. Fundamentals from probability theory. Econometric software basics. 2. Linear regression model with one explanatory variable. Statistical verification of the results of the linear regression model. 3. Linear regression model with several explanatory variables. Basic assumptions of the classical linear regression model. The problem of multicollinearity. 4. Specification of econometric model. How to treat outliers and deal with extreme observations. Dummy variables. 5. Time series models: classical decomposition of time series, stationarity and ARMA models, non-stationary time series, exponential smoothing, ARIMA models. 6. Cointegration and error correction model. 7. Models with limited dependent variable - probit and logit. 	
Support literature: Brooks, Ch.: Introductory Econometrics for Finance, 3rd Edition, Cambridge, 2014.	

Syllabus:

Language whose command is required to complete the course:
english

Notes:

Assessment of courses

Total number of evaluated students: 26

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
3.85	0.0	0.0	7.69	7.69	34.62	38.46	7.69	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Martin Alexy, PhD., doc. Mgr. Marek Káčer, PhD.

Course Leader: 27.01.2022 doc. Ing. Martin Alexy, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB22018/23	Title of course: Foreign Policy Analysis
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 30 % - Active seminary participation 70% - Final project – The final project will consist of a 10 page analytical study, in which the students will be required to apply one of the approaches to foreign policy analysis to a particular case study.	
Total study load (in hours): Seminary participation 26 h, seminary preparation 26 h, final project 52 h.	
Teaching results: The aim of this module is to provide students with a critical introduction to the subfield of foreign policy analysis (FPA). FPA is a group of approaches to analysis of international relations that is based on a set of common premises. The general theme of the module might be summarised as ‘from foreign policy to state action’. The course is aimed at introducing students to theoretical concepts of Foreign Policy Analysis and subsequent application of these concepts in analysis of foreign policy of particular actors. Knowledge: Upon completion of the module, students will be have a basic knowledge in the field of Foreign Policy Analysis and aplication of this approach in scientific praxis. Competence: Upon completion of this module, students will be able to analyse foreign policy of states with basic theoretical approaches of Foreign Policy Analysis. Skills: In the course of the module, students will gan skills in the area of critical analysis of theoretical approaches to foregin policy, critical analysis of foreign policy of a particular actor, ability to use the tools of Foreign Policy Analysis, presentation of results of one’s analysis.	
Indicative content: 1. INTRODUCTION TO FOREIGN POLICY ANALYSIS Levels of Analysis Framework The Agent-Structure Debate 2. DEFINITION AND EVOLUTION OF THE FIELD The Decision-Making Approach The “Comparative Foreign Policy” Research Program Other Early Approaches to Foreign Policy Analysis 3. THE "RATIONAL" (ANALYTIC) MODEL	

Rational Choice Theory Preference Aggregation 4. FOREIGN POLICY AND NATIONAL INTEREST Defining National Interest Operational Definition of National Interest 5. GOVERNMENTAL-LEVEL OF ANALYSIS The Bureaucratic Politics Organizational Processes Model 6. SOCIETAL-LEVEL OF ANALYSIS Democratic Peace Systemic Theories of International Relations 7. SOCIETAL-LEVEL OF ANALYSIS, II Neo-Marxist Theories Interest Groups and Coalitional Politics 8. IDEAS, CULTURE, AND CONSTRUCTIVIST APPROACHES Ideology Religion Culture 9. PSYCHOLOGICAL APPROACHES Operational Code Organizational Learning 10. FOREIGN POLICY CASE STUDIES USA, Russia 11. FOREIGN POLICY CASE STUDIES II. Small States in International Relations 12. FINAL PROJECT PRESENTATIONS 13. FINAL PROJECT PRESENTATIONS					
Support literature: ALDEN, Chris; ARAN, Amnon. Foreign policy analysis: new approaches. Taylor & Francis, 2016. BREUNING, Marijke. Foreign policy analysis: A comparative introduction. Springer, 2007. HUDSON, Valerie M.; DAY, Benjamin S. Foreign policy analysis: classic and contemporary theory. Rowman & Littlefield, 2019. NEACK, Laura. Studying Foreign Policy Comparatively: Cases and Analysis. Rowman & Littlefield, 2018.					
Syllabus:					
Language whose command is required to complete the course: English language					
Notes:					
Assessment of courses Total number of evaluated students: 49					
A	B	C	D	E	FX
69.39	8.16	14.29	2.04	6.12	0.0
Lecturer: Mgr. Martin Karas, PhD.					
Course Leader: 16.03.2023 Mgr. Martin Karas, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB22022/23	Title of course: Geopolitics
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: The final grade is based on continuous control of study during the entire semester as well as on oral exam as follows: 40% continuous control of study (attendance 10%, activity/control questions 10%, and midterm test 20%). Final examination – oral exam (60% of the total course evaluation).	
Total study load (in hours): participation in seminars 26 hours, preparation for seminars 13 hours, preparation for the midterm test 13 hours, preparation for the exam 26 hours.	
Teaching results: Geopolitics studies relations between geography and policy of the state. It includes also existing relations between state territory and political, cultural, human and social organization of the country. The actors of the research are different – states, political movements, radical groups etc. These aspects will be analyzed during semester. Knowledge: to learn the current stage of the development of geopolitics and geopolitical relations; to get acquainted with the main geopolitical actors of the current world politics, the basic regions influencing the current geopolitics and world politics as well as with selected processes in the current geopolitical situation and the ability of critical evaluation. Competences: to understand the political specifics within the international environment and the ability to identify the key features of geopolitics and to determine the specifics of their development. Skills: to be knowledgeable, analyze and work with relevant literature sources, the ability to deal with the key thesis of current geopolitics and international relations as well as the ability of critical evaluation. Completing this course each student should: <ul style="list-style-type: none"> - recognize, identify and understand the key concepts and terms connected with the development of geopolitical relations. - be able to identify the main geopolitical powers, their development and their influence on the international processes in past as well as in present. - learn political specifics of decisive world geopolitical powers and another country, which play a key role in the formation of international relations. - read comprehensively; analyze and evaluate the relevant reference books critically; - learn to discuss critically the current topics related to international processes. 	

Indicative content:

Introduction (basic information, selection of topics). A Brief Survey of Geopolitics (Definitions, Stages of Modern Geopolitics – Ratzel, Mackinder, Mahan, Bowman, Kjellén, Haushofer, Spykman). Geopolitics of the USA. Geopolitics of North and Middle American sub-regions (Canada, Mexico, Middle America). Geopolitics of South America. Geopolitics of Europe (especially the UK, Germany and France). Geopolitics of Central Europe. Geopolitics of Russia. Geopolitics of China. Geopolitics of Asia-Pacific Region. Geopolitics of Middle East. Geopolitics of South Asia. Geopolitics of Africa.

Support literature:

COHEN, B., S. (2008). Geopolitics: The Geography of International Relations. Rowman & Littlefield Publishers.

DALBY, S.-ROUTLEDGE, P. (2006). Geopolitical reader. Routledge.

FLINT, C. (2021). Introduction to Geopolitics (4th ed.). Routledge.

GLASSNER, M.-FAHRER, Ch. (2004). Political Geography. Wiley.

Syllabus:**Language whose command is required to complete the course:**

English language

Notes:**Assessment of courses**

Total number of evaluated students: 25

A	B	C	D	E	FX
24.0	20.0	32.0	16.0	8.0	0.0

Lecturer: Mgr. Juraj Ondriaš, PhD.

Course Leader: 09.04.2025 PhDr. Peter Csányi, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KSRaP NHF/ NNF21252/21	Title of course: Green Economy
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 10% activity 30% course project 60% oral exam	
Total study load (in hours):	
Teaching results: Knowledge After completing the course, participants will be able to: <ul style="list-style-type: none"> • Define the concept of a green economy and explain its value; • Describe social, environmental and economic benefits of advancing a green economy; • Identify enabling conditions for greening national economies; • Provide examples of successful green economy investments, initiatives and projects; • Describe national planning processes in support of a green transformation. Skills After completing the course, participants will be able to: <ul style="list-style-type: none"> • Identify principal challenges and opportunities for greening key economic sectors; • Recognize the range of international and regional green initiatives and support services to foster green development; Competencies After completing the course, participants will be able to: <ul style="list-style-type: none"> • Apply the green economy concept to a real world economic, policy and/or personal context. 	
Indicative content: The course is focused on different concepts and facets of the green economy, as well as global, national and sector-specific challenges and opportunities to advance low-carbon, resource efficient and socially inclusive development. Students will be provided with practical insights on how to go about developing more sustainable products, using objective and scientific criteria and with examples of success and failure. <ol style="list-style-type: none"> 1. Introduction to a Green Economy: Concepts and Principles 2. Enabling Conditions for Advancing a Green Economy 3. Greening the Economy: Sectors and Strategies 	

4. Developing a Balanced and Inclusive Green Economy
5. International Developments and Support to Advance a Green Economy
6. Green Economy and Funding
7. Green Jobs and Employment Impacts
8. Retraining Workers for the Green Economy
9. Promoting Green Jobs: Case Studies
10. Green Taxation
11. National Strategies for Development of the Green Economy
12. Green Economy: Slovak Republic
13. Vision for the Future: Pathways to a Sustainable Future

Support literature:

CATO, M. S. 2009. Green Economics: An Introduction to Theory, Policy and Practice. London: Earthscan. ISBN: 978-1-84407-571-3

GEORGESON, L., MASLIN, M. and POESSINOUW, M. 2017. The global green economy: A review of concepts, definitions, measurement methodologies and their interactions. *Geo: Geography and Environment*, 4 (1), e00036

EUROPEAN COMMISSION. 2013. Promoting green jobs throughout the crisis: a handbook of best practices in Europe. Luxembourg: Publications Office of the European Union. ISBN 978-92-79-29393-1

UNEP. 2008. Green Jobs: Towards decent work in a sustainable, low-carbon world. Nairobi: United Nations Office. ISBN: 978-92-807-2940-5

OECD. 2012. The jobs potential of a shift towards a low-carbon economy, <http://www.oecd.org/employment/emp/50503551.pdf>

UNCTAD. 2012. The Road to Rio+20: For a development-led green economy. Issue 3, June 2012

Syllabus:

Language whose command is required to complete the course:

English			
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Notes:	

Assessment of courses

Total number of evaluated students: 31

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
38.71	0.0	0.0	22.58	9.68	3.23	9.68	16.13	0.0	0.0	0.0	0.0

Lecturer: Ing. Roman Klimko, PhD., doc. Ing. Eva Pongrácz, PhD.

Course Leader: 06.04.2021 Ing. Roman Klimko, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB22019/23	Title of course: History of International Relations
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Continuous preparation (20%) Semestral work (20%) Written exam (60%)	
Total study load (in hours): Total workload of the student = 104h Workload for individual learning activities: active participation in exercises = 26h, continuous preparation for exercises = 26h, preparation of semestral work = 10h, preparation for final written exam = 42h	
Teaching results: The course focuses on the interpretation of the international relations history and the history of international relations theory within the Euro-Atlantic civilization and culture. The result of the study is specialisation in the areas of knowledge, developing new competences and skills in the area of interdisciplinary focused study of humanities and social sciences (philosophy, historiography, political science and diplomacy). Knowledge: the student will acquire knowledge in the field of international relations historiography and international relations theory. During the course, the student will ascertain knowledge about the basic state formations on the territory of Europe, as well as their cultural, legal and political development. Specific attention is given to the development and functioning of state institutions, the philosophy of war and the history of diplomacy. The student will also acquire knowledge of the interpretative literature and gain an overview of selected classical theoretical works, concepts and terminology from the field of political thought and philosophy, from classical antiquity to the twentieth century. Competences: the course focuses on developing competences in three main areas: in critical thinking, in interpreting political history and understanding its relevance for today, in textual hermeneutics and working with scholarly and contemporary literature. By completing the course, students will be acquainted with the ways in which information sources in the fields of political science and international relations are collated, interpreted and classified. Students will more accurately distinguish historical facts from pseudo-historical narratives. They will be able to	

interpret historical phenomena coherently within the broader socio-political context of the past and present.

Skills: After completing the course, students will acquire interpretive, analytical and presentation skills. They will be able to articulate basic themes and issues within the professional study of international relations, as well as techniques for resolving a variety of interpretive problems and issues related to socio-political phenomena. Furthermore, students will acquire the competences to debate and critically reflect on selected historical-systematic areas in the study of international relations and political science; to identify key formative aspects within European political history, the history of European diplomacy and the history of European political thought; to gain access to the most relevant sources of information, which will enable them to orientate more easily in the further stages of higher education.

Indicative content:

Indicative content:

1. The Bronze Age (ancient globalization, political economy, technology of empire, major military conflicts and typology of state formations)
2. Classical Antiquity I (the Greco-Persian Wars and the Peloponnesian War; Alexander of Macedonia and the Hellenistic diadochic kingdoms; the idea of cosmopolitanism; Greco-Roman diplomacy)
3. Classical Antiquity II (first historical and theoretical works - Herodotus, Thucydides, Plato, Aristotle, Polybius, G. I. Caesar, Cicero, Tacitus; the emergence of realism in international relations theory)
4. The period of decline of classical antiquity (the Roman-Jewish wars, the disintegration of the Roman Empire into the Western Roman and the Eastern Roman empire; the legal system of the East Roman Empire and the Codex Justinianus)
5. The Dark Ages (emergence of the Islamic caliphates; Charlemagne and the division of the Frankish Empire; cultural diplomacy of the Byzantine Empire in southern, central, and eastern Europe).
6. International relations in the 11th-16th centuries (the idea of Christian universalism and the Crusades; the emergence of Italian city states and the fall of Constantinople; Niccolò Machiavelli and Ragion di Stato; the category of dynastic interest; early modern utopias)
7. International Relations in the 17th Century (The Thirty Years' War and the formation of the Westphalian international system; Émeric Crucé, Thomas Hobbes, Gottfried W. Leibniz, Hugo Grotius and the philosophy of international law; absolutism and state sovereignty)
8. International relations in the 18th century (Enlightenment and contractualist theories; D. Hume, J. J. Rousseau, I. Kant and the emergence of liberalism in international relations theory)
9. International Relations in the 19th Century I. (revolutions and their impact on political, economic and social thought; List, Bismarck and German Realpolitik)
10. International Relations in the 19th Century II (Darwinian Revolution and its impact on political thought; Marxism and the theory of imperialism)
11. World War I (idealism, realism, Marxism, fascism, and the debate over the causes of World War I; the course and actors of World War I)
12. The interwar period (Paris Peace Conference; W. Wilson and the formation of the League of Nations, the formation of international relations as an academic discipline; E. Carr and the first great debate in international relations theory)
13. World War II (economic, social, political causes leading to the outbreak of World War II; the concept of Lebensraum; the politics of appeasement; the course of World War II and outbreak of the Cold War)

Support literature:

Primary literature:

ČECH, L. – ŠKVRNDA, F. – KUCHARČÍK, R.: History of International Relations in the 20th Century and the First Years of the New Millennium. Odessa: Institute of Public Service and Management National University „Odessa Polytechnica“ 2022. ISBN 978-617-692-713-6.

KNUTSEN, T.: A History of International Relations Theory. Manchester: Manchester University Press 1992. ISBN 0-7190-3659-3.

LINKLATER, A.: Violence and Civilization in the Western States-Systems. Cambridge: Cambridge University Press 2016.

Further reading:

BAIN, W.: Political Theology of International Order. Oxford : Oxford University Press 2020. ISBN 978-0-19-885990-1.

GRIECO, J. – IKENBERRY, G. J. – MASTANDUNO, M.: Introduction to International Relations. Perspectives, Connections, and Enduring Questions. [2nd edition]. London : Macmillan International / Red Globe Press 2019. ISBN 978-117486-57-3.

J. O. HYLAND: Persian Interventions. The Achaemenid Empire, Athens & Sparta, 450 – 386 BCE. Baltimore : John Hopkins University Press 2018. ISBN 9781421423708.

H. LeROY MALCHOW: History and International Relations. London : Bloomsbury Academic 2016. ISBN 9781441115744.

K. HAMILTON – R. LANGHORNE: The Practice of Diplomacy. [2nd edition]. London, New York : Routledge 2011. ISBN 978-0-415-49765-7.

K. A. RAAFLAUB (ed.): War and Peace in the Ancient World. Oxford : Blackwell Publishing 2007. ISBN 1-4051-4526-9.

A. V. HARTMANN – B. HEUSER (eds.): War, Peace and World Orders in European History. London, New York : Routledge 2001. ISBN 0-415-24441-2.

Syllabus:

Language whose command is required to complete the course:

English language

Notes:

Assessment of courses

Total number of evaluated students: 59

A	B	C	D	E	FX
71.19	5.08	6.78	8.47	8.47	0.0

Lecturer: Mgr. František Škvrnda, PhD., Mgr. Katarína Holjenčíková

Course Leader: 16.03.2023

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KCR OF/OOC25024/25	Title of course: Hotel Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 30 % processing and presentation of case studies 10 % active participation in teaching 60 % written exam	
Total study load (in hours): Workload: 130 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 18 hours Processing and presentation of case studies: 18 hours Preparation for the exam: 42 hours	
Teaching results: Knowledge By completing the course, the student will gain knowledge about the specifics of hotel operation management in simulated market conditions. Competences By successfully completing the subject, the student will acquire competencies that will enable him to work as a manager in hotel-type businesses. The graduate will be able to manage, plan and control the operation of the accommodation facility, coordinate all activities and be responsible for proper and efficient functioning. Skills After successful completion of the course, the student acquires the managerial skills necessary for the performance of managerial activities in conditions of team cooperation. Support of analytical thinking, a critical approach to detecting errors, and a constructive innovative approach in the development strategy of a simulated hotel.	
Indicative content: The subject provides a summary of the knowledge and skills necessary for hotel management in the conditions of a simulation of a specific hotel in a market environment with an emphasis on hotel economics, marketing and human resources.	
Support literature:	

ALATSAS, P. (2022). Symbiosis in Hospitality Management: The Five Keys. Spojené kráľovstvo: Austin Macauley Publishers.

BUSULWA, R., EVANS, N., OH, A., KANG, M. (2020). Hospitality Management and Digital Transformation: Balancing Efficiency, Agility and Guest Experience in the Era of Disruption. Spojené kráľovstvo: Taylor & Francis.

HRUBALOVÁ, L. (2015). Základy hotelierstva. Nitra: Fakulta stredoeurópskych štúdií UKF v Nitre.

NOVACKÁ, Ľ., GÁLL J., TOPALOĞLU, C. (2022). COVID-19 Pandemic in the Hotel Industry: La Fondation pour la Formation Hôtelière project outputs. Bratislava: Vydavateľstvo EKONÓM.

Operations Management in the Hospitality Industry. (2021). Spojené kráľovstvo: Emerald Publishing Limited.

REYNOLDS, D. R., RAHMAN, I., BARROWS, C. W. (2021). Introduction to Hospitality Management. Spojené kráľovstvo: Wiley.

Syllabus:

1. Development of the Hotel Industry
2. Classification of Accommodation Facilities of Selected EU Countries and Approaches to Classification in International Chains
3. Organizational Structure of Hotels
4. Personnel Management in The Hotel Industry
5. Personnel Management in Hotels at the Level of Independent Hotels and Hotel Chains
6. Quality and Quality Certification in Hotel Facilities
7. Economics of the Hotel – Costs of Operating Services in the Hotel, Specifics of the Costs of Individual Services; Revenues in the Hotel, Paid and So-Called Unpaid Services, Creation of Economic Results
8. Product in the Hotel, Basic and Additional Services, Product Management and Quality Management
9. Hotel Product Distribution, Direct and Indirect Distribution, Online Sales
10. Market Analysis for the Needs of Decision-Making Processes in the Hotel
11. Revenue Management of the Accommodation Facility
12. Management of The Construction and Reconstruction of the Accommodation Facility
13. The Future of Hotel Management

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Monika Nad'ová Krošláková, PhD., Ing. Ladislav Bažó, PhD., Ing. Jozef Gáll, PhD.

Course Leader: 01.04.2025 doc. Ing. Monika Nad'ová Krošláková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KSRaP NHF/ NNF21113/21	Title of course: Human Resource Development and Personnel Management
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity during seminars: 10 % Middle test: 10 % Semester work: 10 % Final test: 70 %	
Total study load (in hours):	
Teaching results: After this course, students will acquire the professional competencies in the field of personnel management and human resource management, they will learn to respect their principles and laws at all levels of society. They will also deepen their skills in the areas of management, leadership and coaching of organizations, self-organization and individual development. They will acquire the following professional competencies: <ol style="list-style-type: none"> 1. Will have an overview of theory of the personnel management and the human resources management and will be able to accurately use their categorical apparatus. 2. Will be able to perceive the organization as a system with its own manifestations and rules that need to be respected. 3. Will gain the ability to gain a deeper understanding of organizational culture, its impact on organizational development and change its quality. 4. Will gain the ability to shape the internal environment of the organization in intentions of the learning organization, the knowledge organization and the creative organization. 5. Will acquire basic and higher communication skills. 6. Will be able to apply the main motivation principles to the motivation system of organization. 7. Will manifest themselves in the work environment as leaders. 8. Will have the ability to coach in both professional and private life. 9. Will be able to create an evaluation system in organization. 10. Will have the professional competencies in self management. 11. Will be able to apply principles of the strategic management and the management of change directly in their work. 12. They will be able to prepare a project and manage it. They will increase the following knowledge:	

1. They will have an overview of the problems of theory in the field of personnel management and human resources management.
2. They will gain information about the functioning of the organization and its main components.
3. They will realize the importance of organizational culture and its role in achieving the progress of organization.
4. They will gain an overview of new forms of organization, which are the learning organization, the knowledge organization, the creative organization.
5. They will be able to apply the main principles of motivation in practice.
6. They will differentiate basic manifestations of management and leadership.
7. They will gain knowledge about coaching and its importance in professional and private life.
8. They will deeper perceive understanding of evaluation and its importance in achieving higher organizational performance.
9. They will gain an overview in processes of employment of people.
10. They will know the main principles of the strategic management and the change management.
11. They will be informed about the rules of writing a project.

They will gain the following skills:

1. They will increase their social skills in the field of the active listening, receiving and giving feedback, negotiation, leadership and coaching.
2. They will gain experience in problem solving, strategic analysis, change management and the creation of system of motivation and evaluation.
3. They will gain basic skills in writing projects.

Indicative content:

The aim of the course is for students to acquire professional competencies in the field of personnel management as well as human resources management and to learn to respect their main principles and laws at all levels of society. Also, to deepen their skills in the field of self-organization and individual development as well as in achieving the progress of organizations.

Students will gain the skills needed for managers, executives as well as human resources experts.

The individual professional competencies of this course are formed into roles, which are:

1. The role of personnel manager and human resources manager

Identification of personnel management and human resources management. Understanding their differences on a theoretical as well as a practical level.

2. The role of the manager.

Aimed at understanding the various components of the organization, which are: values, goals, structure, climate and environment. This role also includes knowledge of organizational culture and its typology.

3. The role of the rhetoric.

It represents basic interpersonal skills focused on the attributes of communication, verbal and nonverbal communication, active listening, feedback, effective and assertive communication.

4. The role of the negotiator.

It represents higher interpersonal abilities, which include negotiation, influencing, negotiation and its regularity.

5. The role of leader.

Differences in management of leader and manager. Conflict resolution in the workplace, characteristics of the social group and work team, stages of group development (chaotic stage, formal stage and developed stage).

6. The role of a coach.

Perception of coaching as a higher form of leadership. Coaching functions (counseling, mentoring, tutoring and confronting), coaching methods. Problem solving through coaching. Coaching yourself and others.

7. Human resource developer.

Analysis of strengths and weaknesses of personality. Positive acceptance of yourself and others. Knowledge of your own leadership style, its advantages and disadvantages. Effective time management and organization. Analysis of the potential of others. Identification of training needs for personal development.

8. The role of the motivator.
Selected theories of motivation. Maslow's hierarchy of needs, Alderfer's theory of needs, Herzberg's theory of needs, Expectation theory, McGregor's theory. Increasing motivation through project design.

9. The role of the evaluator.
Evaluation as a process. Evaluation criteria. Subjects, methods, principles of evaluation. Methods of work evaluation and assessment. Remuneration components. Employee benefits.

10. The role of strategist
Fundamentals of strategic management. The environment of the organization and its evaluation. Application of SWOT and STEEP analysis.

11. The role of the actor of change.
Perception of change, typology of changes. Elimination of resistance to change. Managing change through 5 steps: analysis of the forces leading to change, diagnosis of the problem, identification of methods of change, strategy of change, implementation and evaluation.

12. The role of the project manager.
Project and its form. Project life cycle stages. Project leader and his professional competencies. Logical framework of the project. Methods and forms of the project evaluation.
During the seminars, students solve practical tasks in which new methods of education are applied, such as case studies, role-playing, problem-solving exercises and they will gain basic skills in writing projects.

Support literature:

1. ARMSTRONG, M. 1989. Personnel and the Bottom Line. London: Institute of Personnel Management.
 2. ARMSTRONG, M, LONG. P. 1994. The reality of Strategic HRM. London: Institute of Personnel and Development.
 3. ARMSTRONG, M. 1996. A Handbook of Personnel Management Practice. Kogan Page Ltd.
 4. BONO, E. 1971. Lateral Thinking for Management, a Handbook. LTd St Ives ple set in Times, Penguin Books.
 5. BACH, S., EDWARDS, M. R. 2013. Managing Human Resources: Personnel Management in Transition, 4 th Edition. United States, Wiley. ISBN 13: 978-11199915335.
 6. GOWAN, M. 2020. Human Resource Management, E th Edition. Managing Employees for Competitive Advantage. Chicago: Chicago Business Press. ISBN 978-948426-08-4.
 7. DONNELLY, H., H., GIBSON, J. L., IVANCEVICH, J., M.: Fundamentals of Management. Richard D. Irwin, Inc. 1995.
- Materials from the lectures and seminars.

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 70

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
38.57	0.0	0.0	18.57	15.71	12.86	7.14	7.14	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Silvia Šipikalová, PhD., doc. Ing. Eva Pongrácz, PhD., Ing. Andrea Lelovics
Course Leader: 07.04.2021 doc. Ing. Eva Pongrácz, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21041/21	Title of course: Human Resource Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English)	
Requirements to complete the course: 20 % continuous work on assignments, 20 % elaboration and presentation of the project, 60 % combined examination	
Total study load (in hours): 156 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 26 h, work on final project 32 h, preparation for exam 46 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the human resource management system of an enterprise through its objectives, subjects and basic functions. Understanding the role of the human factor in ensuring the competitiveness of the enterprise with regard to the efficiency of the resources spent. Competence: <ul style="list-style-type: none"> • characterize the nature of the different phases of the employee life cycle in an enterprise, • critically evaluate the level of use of human resource management tools with an impact on the achievement of corporate objectives, • propose solutions in the field of HR policy, including the procedure for their implementation • formulate recommendations to increase the efficiency of HR activities. Skill: <ul style="list-style-type: none"> • formulate human resource management objectives, develop staffing plans and formulate staffing programmes, • use human resources management tools with regard to the specifics of the enterprise, • analyse and evaluate the effectiveness of personnel measures, • carry out basic analyses of compliance of human resources management with the current legislative regulations in this area. 	
Indicative content: Thematic definition of lectures: 1. HUMAN RESOURCE MANAGEMENT AND ITS PLACE IN THE MANAGEMENT OF THE ENTERPRISE 2. JOB ANALYSIS 3. JOB DESIGN	

4. PERSONNEL PLANNING
5. RECRUITMENT
6. EMPLOYEE SELECTION
7. STAFF ADAPTATION

Support literature:

1. DESSLER, Garry. Human Resources Management. 16th Edition. Pearson Higher Ed USA, 2019. 728s. ISBN 1292309121.
2. ULRICH, Dave – YOUNGER, Yon - BROCKBANK, Wayne – ULRICH, Mike. HR from the Outside In: Six Competencies for the Future of Human Resource. McGraw – Hill, 2012. 318s. ISBN 978-0-07-180266-6.
3. CASCIO, Wayne F. - BOURDEAU, John W. – FINK, Alexis A. Investing in people. Financial Impact of Human Resource Initiatives. 3rd Edition. Alexandria VA: Society for Human Resource Management, 2019. 428s. ISBN 9781586446093.
4. ADAMS, Lucy. HR disrupted: It's time for something different. GB: Practical Inspiration Publishing, 2017. 218s. ISBN 978-1-910056-50-9.

Syllabus:

Thematic definition of lectures:

1. HUMAN RESOURCE MANAGEMENT AND ITS PLACE IN THE MANAGEMENT OF THE ENTERPRISE

The role and objectives of human resource management in business management. Subjects of human resource management, the role of line managers in people management. External and internal environment of human resource management, the influence of the labour market, social and demographic environment on the formation of the personnel policy of the enterprise. Labour legislation. Content of human resource management, personnel functions and employee life cycle. Development and further direction of human resource management in the context of Industry 4.0.

2. JOB ANALYSIS

Defining the job and its internal structure. The relationship between the job and the job role. The process of job analysis. Identifying the need for job analysis. Methods of data collection. Sources of information for job analysis. Methods and process of job analysis. Outputs of job analysis - job description, specification of employee requirements, their form and content. Relationship of job analysis to other human resource management functions.

3. JOB DESIGN

Reasons for job design. Comparison of approaches to job design and job design (mechanical, motivational, ergonomic, perceptual) and their benefits. Job design programme. Characteristics of a motivating job, Hackman's and Oldham's models. Methods of job design. Job task rotation. Clustering of job tasks. Combining professions, functions and specialisations. Working in autonomous work teams. Implications with job dissatisfaction.

4. PERSONNEL PLANNING

The objective of human resource planning. Definition of personnel planning in its narrower and broader concepts. The process of personnel planning. Areas of personnel planning - planning the need of employees, planning the coverage of personnel needs, planning personnel development. Intuitive and quantitative methods of determining staffing needs. Assessment of staff movement. Balance and cascade methods. Planning of staffing activities. Substantive, temporal and local dimensions of personnel planning. Legislative framework for human resources planning. Current trends in personnel planning.

5. RECRUITMENT

Recruitment as part of staffing. The aim and conditions of recruitment. Recruitment strategy and process. Requirements for filling a vacancy. Sources of recruitment - internal and

external. Recruitment methods. The role of recruitment agencies in the recruitment process. Standardization of normative documents from applicants. Selection of applicants. Evaluation of the recruitment process. Pre-contractual relations, prohibition of discrimination in the recruitment process. Legislative framework of recruitment. Current trends in recruitment. Employer branding.

6. EMPLOYEE SELECTION

The aim of employee selection. Employee selection process, characteristics of its individual stages. Employee selection criteria - company-wide, departmental and job criteria. Staff selection process. Methods of staff selection. Selection interview. Types of selection interviews. Errors in conducting selection interviews. Methods of verifying work aptitude. Assessment centre. Psychological contract, its role and content. Legislative framework of staff selection.

7. STAFF ADAPTATION

Definition and role of employee adaptation in human resource management. Recruitment of employees. Employment contract. Employee adaptation process and its phases. Employee orientation and first contact with the company. Components of the adaptation process. Work adaptation. Social adaptation. Adaptation to the company culture. Forms of adaptation. Documents in the process of adaptation of employees. Individual adaptation programme. Company-wide adaptation. Departmental adaptation. Adaptation to the workplace. Pitfalls of the adaptation process. Education in the process of employee adaptation.

8. EMPLOYEE TRAINING

The role of employee training and its objectives. Definition of the content of the concepts of knowledge, competence, competences. Approaches of enterprises to employee training. Vocational training - training, retraining and retraining. Process of employee training. Training cycle and its activities. Identification of training needs. Training planning. Methods of staff training - on-the-job and off-the-job training. Action Learning. Feedback in employee training, evaluation of training effectiveness. Current trends in staff training.

9. EMPLOYEE DEVELOPMENT AND TALENT MANAGEMENT IN THE ENTERPRISE

Employee development objectives. Difference between training and employee development. Employee development process. Methods of employee development. The learning organisation. Current trends in employee development. Talent management. Definition of the concept of talent in human resource management. Employee performance and potential. Talent management process. Talent management tools. Identification of talent in the enterprise. Talent/potential grid. Talent development and talent stabilization in the enterprise.

10. PERFORMANCE MANAGEMENT AND EVALUATION

The importance of performance management. Definition of work performance and performance management system in an enterprise. Work performance, its components and measurement indicators. Performance agreement. Measures to improve productivity and quality. The process of employee performance appraisal. Functions of performance appraisal. Criteria and subjects of performance appraisal. Past and future oriented appraisal methods. Conduct of the appraisal interview and its conclusions. Forms of performance appraisal. Mistakes made by managers in the performance appraisal process.

11. EMPLOYEE REMUNERATION

Remuneration system. The principle of total remuneration and its structure. Salary and its role in the remuneration system. Structure of individual pay. Fixed and variable components of pay. Job evaluation. Discrimination in pay. Pay surveys. Tariff scales and setting of tariff wages. Wage supplements and benefits. Wage forms. Performance pay. Non-monetary remuneration. The role of benefits in the remuneration system. Social fund. Evaluation of the effectiveness of the remuneration system. Legislative regulation of remuneration. Difference in remuneration in the business sector and in the public and state sector.

12. WORKING CONDITIONS AND INDUSTRIAL RELATIONS

Work organisation and working conditions. Evolution of the organisation of work. The labour system. Basis for the development of the work system. Modern work systems. Employee care and quality of working life. Time condition of work, working time and its distribution. Non-standard working patterns. The concept of flexicurity. Work environment - physical and psychosocial working conditions. Health and safety at work. Industrial relations. Collective bargaining.

13. RELEASE OF STAFF

Termination situations. Methods of termination of employment - legal event, legal act. Termination and reasons for termination. Prohibition of termination, protection period. Immediate termination of employment. Termination of employment by agreement. Notice period. Release interview. Collective dismissal of employees. Legislative framework for termination of employment. Intra-corporate mobility. Retirement of employees. Employee exit management, outplacement programmes.

Thematic definition of exercises:

1. Introduction to human resource management. Evolution of human resource management in the context of management development. A systems approach to human resource management. The roles of HR departments and HR managers. Credit requirements, assignment of final projects.

2. Job analysis. Compiling a selected job description. Collecting data about the job. Working with questionnaires for job analysis. Drawing up a job description and specification of employee requirements. Presenting the outputs of the job analysis process.

3. Job design. Evaluating the designed job description using Hackman and Oldham's model. Application of job design methods. Redesign of the job design. Presentation and discussion of the results of the work.

4. Personnel planning. Methods of personnel planning, calculations on concrete examples and tasks. Preparation of the human resources balance sheet and staffing plan. Solving a case study - intra-enterprise mobility.

5. Recruitment. Discussion of recruitment sources and methods, their advantages and disadvantages. Advertising as a recruitment method. Evaluation of published advertisements in the press and on social networks. Formulating a job offer. Agencies in the recruitment process. Personnel leasing and the conditions of its application. Case study.

6. Selection of employees. Assessment centre. Methods of verifying work competences. Solving case studies. Preparing for a mock selection interview.

7. Selection of employees. Role play - simulation of the selection interview for the position of the CFO of the enterprise. Preparing for the interview, conducting the interview with selected candidates and evaluating the results. Communication of results to candidates, feedback to role-play participants.

8. Adaptation process of the new employee. Creation of an individual adaptation programme. Differences in the adaptation process of an employee from internal and external sources. Presentation and discussion of adaptation programs. The role of the HR department and the line manager in the process of work adaptation.

9. Staff training and development. Addressing the case study - Adults in school classrooms. Identifying gaps in corporate training and proposing solutions - group form. Training methods and their application to selected topics, discussion of advantages and disadvantages of each method. Coaching, practice of asking questions.

10. Performance evaluation. Simulation of the evaluation interview. Preparation for the interview, structure of the interview, rules of giving feedback. Design of a performance appraisal programme for a selected company - group work.

11. Remuneration of employees. Differences in monetary and non-monetary remuneration of employees. Case study - intangible remuneration. Proposal for the distribution of remuneration to employees - presentation and discussion of solutions.

12. Employee care and quality of working life. Working time conditions, equal and unequal distribution of working time. Breaks at work. Distance working.

13. Employee release. Group solution of the case study - design of the process of releasing employees in a selected enterprise. Discussion of the presented solutions. Outplacement. Overall evaluation of the course, awarding of points and feedback on the course.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 81

A	B	C	D	E	FX
30.86	18.52	24.69	14.81	6.17	4.94

Lecturer: Ing. Soňa Ďurišová, PhD.

Course Leader: 14.05.2022 doc. Ing. Jana Blštáková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21170/21	Title of course: Intercultural Communication (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40 % - participation in seminars and assignments 60 % - final exam	
Total study load (in hours): Total study load: 104 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars, multicultural and multilingual team coordination, assignments: 39 hours Preparation for the final exam: 13 hours	
Teaching results: Students will possess following abilities: - Ability to address the multidimensional nature of cultural intelligence; - Knowledge of verbal and non-verbal communication; - Ability to follow trends in intercultural communication as a prerequisite for further development of qualification. Students will obtain following skills: - Holistic approach to the ethical, societal and economic context of cultural intelligence; - Effective participation in teamwork addressing practical issues of intercultural communication and appropriate presentation of teamwork outcomes; - Capability to present own positions in managerial positions as well as in individual pursuit of business activities in the international environment; Students will gain following competences: - Application of intercultural competence in practice; - Aptitude to adapt to the dynamic international environment; - Aptitude to pursue lifelong learning in terms of intercultural competence as a prerequisite for further development of qualification.	
Indicative content: Introduction to intercultural communication; verbal and non-verbal communication; survey/self-assessment.	
Support literature:	

Online sources and case studies

PETERSON, B. Cultural Intelligence: A Guide to Working with People from Other Cultures. (1st ed. 2004 - ISBN 2901931930009, 2nd ed. 2018 - ISBN 978-1717848406). Across Cultures.

AXTELL, R. Do's and Taboos around the World. New York: John Wiley & Soncs, Inc., 1993. ISBN 0-471-59528-4.

AXTELL, R. Do's and Taboos of Hosting International Visitors. New York: John Wiley & Soncs, Inc., 1990. ISBN 0-471-51570-1.

Syllabus:

A. Introduction to Intercultural Communication

1. Introduction, Making Initial Contacts Across Cultures & Impressions

2. Cultural Intelligence I.

3. Stereotypes Across Cultures

B. Verbal and Non-verbal Communication

4. Introduction into Verbal Communication and Non-Verbal Communication

5. Non-Verbal Communication: Values & Cultural Shock

6. Cultural Intelligence II. - The International Businessperson Across Cultures

7. Hospitality Across Cultures

8. Verbal Communication: International Misunderstandings

9. Verbal Communication: Use of Interpreters

10. Verbal Communication: Language in Business & Business Language

C. Survey/Self-assessment

11. Media in Business Across Cultures, IT in Business Across Cultures

12. Contracts Across Cultures, Laws Affecting International Business

13. Cultural Intelligence III.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 79

A	B	C	D	E	FX
92.41	2.53	3.8	0.0	0.0	1.27

Lecturer: doc. Ing. Denisa Čiderová, PhD., MA, Ing. Henrich Juhás, PhD.

Course Leader: 31.03.2025 doc. Ing. Denisa Čiderová, PhD., MA

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21037/21	Title of course: Intercultural Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21029/21-Personnel Management (in English) or KM FPM/MMB21041/21-Human Resource Management (in English)	
Requirements to complete the course: 40 % continuous written work, 60 % combined exam	
Total study load (in hours): 130 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for credit paper 13 h, preparation for exam 39 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of the company and its economic processes by which the manager is able to discover, identify, analyze, evaluate and communicate the cultural context of the entire company in an international environment thanks to its readiness to implement alternative management solutions. • To increase the competitiveness of business activities and value relationships of human capital by going beyond a strict paradigm, which includes not only economic evaluation but also the social basis of managerial decision-making. • Understand the current consequences of globalization in a changing European and global social situation. • Go interdisciplinary and complementary from theoretical definitions and reflections, through the interpretation of existing research to the reflection of Slovak managerial practice. Competence: <ul style="list-style-type: none"> • Effectively develop cultural and economic thinking that works in socio-historical contexts and understands culture as an endless, effective and repeatable process of solving current socio-economic situations in an intercultural context. • Make effective use of the dimensional approach of cultural paradoxes addressed by businesses and social institutions around the world. • Make effective use of the reconciliation process, which teaches students the ability to identify conflicting views, attitudes and thoughts, search for causes and constantly seek economically viable solutions. • Design solutions and defend conclusions or recommendations to increase the efficiency of business activities. 	

Skill:

- Analyze the cultural and socio-economic processes taking place in the current stage of migration and inclusion.
- Acquire and develop intercultural communication competence, which forms the core of the skills of active managers not only in a multicultural business environment, but is currently a necessary condition for employment in the local labor market.
- Interpret the cultural specifics of business entities.
- Critically evaluate the possibilities of choosing a corporate culture.
- Perform basic corporate analysis in the field of corporate culture.

Indicative content:

Thematic definition of lectures:

1. Introduction to intercultural management.
2. Intercultural social environment of the manager.
3. Intercultural values.
4. Understanding the role of culture in management.
5. Strategy and intercultural management.
6. Human resources management and intercultural management.
7. Organizational structures and intercultural management.
8. Knowledge management and intercultural management.
9. Culture-driven intelligence of a manager.
10. Manager and cultural meetings.
11. Study of cultural differences for managerial purposes.
12. Well-being and intercultural surveys around the world.
13. Interdisciplinarity of intercultural management.

Thematic definition of exercises:

1. Introduction to the course.
2. Global manager environment.
3. Hofstede's cultural context.
4. Trompenaars' cultural context.
5. Strategy and intercultural management.
6. Human resources management and intercultural management.
7. Organizational structure and intercultural management.
8. Expatriate management and intercultural management.
9. Motivation and leadership.
10. Managers and cultural meetings.
11. Integration project.
12. Presentation of seminar papers I.
13. Presentation of seminar papers II.

Support literature:

Basic literature:

1. HOFSTEDE, Geert. Cultures and Organizations. Software of the Mind. Intercultural cooperation and its importance for survival. London : McGraw-Hill, 2010. 549 p. ISBN 978-0-07-166418-9.
2. HAMPDEN-TURNER, Charles M. - TROMPENAARS, Fons. Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values. Yale: Yale University Press, 2000. ProQuest Ebook Central, <http://ebookcentral.proquest.com/lib/euba/ebooks/detail.action?docID=3420235>.
3. JACOB, Nina. Intercultural Management. Londov : Kogan Page Ltd. 2003. 256 s. ISBN 0-7494-3582-8.

4. HOFSTEDE, Geert. Culture's Consequences. Beverly Hills : Sage, 2003. 616 s. ISBN 0803973241.
 5. TROMPENAARS, Fons - TURNER Charles. H. Riding the Waves of Culture. London : John Murray Press, 2020. 432 s. ISBN 9781529346183.
 6. ADLER, Nancy J. International Dimensions of Organizational Behaviour. South-Western : Thomson Learning, 2002. 398 p. ISBN 978-0324360745.
- Supplementary literature:
1. BARMEYER, Christopher – FRANKLIN, Peter. Intercultural Management: A Case-Based Approach to Achieving Complementarity and Synergy. London: Red Globe Press, 2016. 360 p. ISBN 978-1137027375.
 2. DERESKY, Helen. International Management: Managing Across Borders and Cultures, (9th edition). London: Pearson, 2017. 504 s. ISBN 9781292153537.
 3. HILL, Charles W. L. International Business: Competing in the Global Marketplace (8th ed.). New York : McGraw-Hill, 2012. 747 s. ISBN 9780077140656.
 4. BARLETT, Christopher - GHOSHAL, Sumantra. Managing Across Borders: The Transnational Solution. Brighton : Harvard Business School Press, 2002. 416 s. ISBN 978-1578517077.
 5. DUNNING, John H. Multinational Enterprises and the Global Economy (2nd ed.). Boston : Addison-Wesley, 2008. 960 s. ISBN 978 1 84376 525 7.
 6. GHEMAWAT, Pankaj. World 3.0: Global Prosperity and How to Achieve It. Brighton : Harvard Business School Publishing, 2011. 400 s. ISBN 978-1422138649.
 7. GHEMAWAT, Pankaj. Redefining Global Strategy: Crossing Border in a World Where Differences Still Matter. Brighton : Harvard Business School Publishing, 2007. ISBN 9781591398660.
 8. JONES, Geoffrey. Multinationals and Global Capitalism. Oxford : Oxford University Press, 2005. 352 p. ISBN 9780199272105.
 9. PENG, Mike W. Global Business. 2nd Edition. Boston : South Western Cengage Learning, 2011. 656 p. ISBN 978-1305500891.
 10. VERBEKE, Alain. International Business Strategy. Cambridge : Cambridge University, 2009. 611 s. ISBN 1107683092.

Syllabus:

Thematic definition of lectures:

Week 1:

Introduction to intercultural management. Concepts of cultural management. Theoretical foundations of intercultural management. Models of intercultural management. Rules of social interaction in management. Culture as mental programming. Cultural relativism. Layers of culture. Culture change: processes change, values remain. Causes of diversity and changes in culture. Differences in national cultures of management, national cultures or national institutions. Dimensions of cultures and classification of national cultures. Organizational cultures.

Week 2:

Intercultural social environment of the manager. Assessment of the political, economic, legal and technological culture. Interdependence management: social responsibility, ethics, sustainability. Global business environment. The role of a global manager. Global e-business. From CSR to shared value. Ethics in the use of technology. Managing the interdependence between the subsidiary and the host country. Environmental dependency and sustainability management. Implementation of sustainability strategies. Digitization, artificial intelligence and intercultural management.

Week 3:

Intercultural values. Hofstede cultural context. Assertiveness. Orientation to the future. Performance orientation. Human orientation. Cultural groups. Hofstede's value dimensions of society: performance distance, avoiding uncertainty, individualism, masculinity, long-

term orientation. Critical differences in value: time, change, material factors, individualism. Internet and culture. Developing cultural profiles. How can an international manager with an individualistic ideology manage a foreign company in a collectivist society?

Week 4:

Understanding the role of culture in management. Cultural context of Trompenaars. Universalism versus specificity. Duty. Neutral versus affective. Emotional orientation in relationships. Protection of personal data in relations. Success versus expectation. Source of power and status. Consequences or cause. Cultural and managerial styles around the world. Research results and personal observations to create a design / portrait of a character (cultural profile) that can help anticipate how to motivate people and coordinate work processes in a specific intercultural context.

Week 5:

Strategy and intercultural management. Intercultural negotiations and decision - making. Comparison of cultural profiles. Context in negotiations. Developing cultural sensitivity. Creating cultural codes. Selective transmission of information. The influence of culture on decision making. Timing and planning. The influence of culture on strategic decisions. Cultural influences on strategic implementation. The devil is in the details: what happens when a business "marriage" concluded in ideal technical (hard side) conditions gets into unexpected problems (soft side), such as cultural conflicts and government restrictions.

Week 6:

Human resources management and intercultural management. Recruitment and selection of employees in the intercultural environment - sending employees abroad. Expatriates and performance management. Performance of intercultural teams. Education and development of expatriates. Trainings of intercultural communication competencies. Remuneration of expatriates. Career development of expatriates. The role of spouses and families in the professional career and personal life of an expatriate. The return of expatriates to their home culture. Transfer of knowledge to expatriates. Model of the role of a woman in an intercultural environment. Hierarchy of needs in an intercultural context. Intercultural research and leadership.

Week 7:

Organizational structures and intercultural management. Integrated global structures. The organization is global, acting at the local level. Teams as a global-local structure. Choice of organizational form. Change and design. Organizational arrangement variables. Acceptance of experience versus rigidity. Conscience versus unreliability. Extrovert versus introvert. Neuroticism versus emotional stability. Order. Authoritarianism. Personal need for results. Alienation. Metaphors of organizational structures in intercultural management: gardens, bouquets and flowers (macro, mezzo, micro).

Week 8:

Knowledge management and intercultural management. Knowledge management and intercultural management. Integration and benefits from the experience and skills that employees learn. Repatriation managers from the host country. Tools and methods. Roles and responsibilities. Partnership, governance, leadership. Legislative framework for knowledge management. Main principles. Resource requirements. Monitoring, evaluation, use. Obstacles in the implementation of knowledge management. Sustainability of the knowledge management system.

Week 9:

Culture-driven intelligence of a manager. Cultural intelligence (CI). Cultural Intelligence Quotient (CIQ). Determination, knowledge, strategy, action. Confidence and ability to work within culture. Thinking about thinking. "I think I can do it." Cultural intelligence in practice. The future of cultural intelligence. Differences in cultural intelligence compared to other

intelligences. Cognition. Meta knowledge. Self-efficacy. Principles of cultural intelligence. Cultural, intercultural, intracultural, multicultural.

Week 10:

Manager and cultural meetings. Language and humor. Ethnocentrism and xenophilia. Intercultural negotiations. Multinational business corporations. Coordination of multinational companies: the structure must be guided by culture. Marketing, advertising and consumer behavior. International politics and meetings at the international level. Economic development without development and development cooperation. Approaches in teaching intercultural management. Cultural convergence and divergence.

Week 11:

Study of cultural differences for managerial purposes. Measurability of values. Use of correlations. IBM research replication. Chinese Value Orientation Survey. Verification of the country's culture score by another indicator. Country scores and personality scores: reasons for stereotyping also in management. Extension of the Hofstede dimension model: Minkov's survey of value rankings in the world. Cultural differences by region, ethnicity, religion, gender sensitivity, generation, class. Reading mental programs / thinking software: suggestions for researchers.

Week 12:

Well-being and intercultural surveys around the world. Devotion to hobbies versus restraint as a social dimension. Hobbies versus restraint as subjective well-being in international studies. Hobbies versus restraint and health, optimism and increasing birth rate. Hobbies versus restraint, the need for friendship and consumer behavior. Hobbies versus restraint in the workplace and in the state. Causes of social differences in hobbies versus restraint.

Week 13:

Interdisciplinarity of intercultural management. Development of cultures in a historical context. Digitization and artificial intelligence. Great civilizations: 5 million years ago, 7500 years ago and now. Sources of cultural diversity and change. The essence of evolution. Evolution is more than genes. Evolution precedes selfishness: groups are above individuals. Individuals and institutions in the stream of life. The development of culture at work today. The future of culture. Thematic definition of exercises:

1 week:

Introduction to the course. Setting rules and expectations. Globalization: Ettenson, R. & Klein, J. (2000). Marks of the past. Harvard Business Review. November / December edition. Intercultural business environment: Moss, D. (2011). Inequality and Globalization (HBS 705-040). Identify some of the fundamental trends in income distribution (both nationally and globally) and highlight the main arguments about the causes and consequences of inequality.

Week 2:

Global manager environment. Ethics in global management. Robertson, C. : The Moral Philosophy of Intercultural Social Ethics. Behavior based on a system of cultural value and generally accepted ways of doing business in each country or society. The standards are based on generally accepted guidelines of religion, philosophy, professional organizations and the legal system. The complexity of the combination of different national and cultural factors is the specific host environment that combines in setting ethical and unethical societal norms. How can managers posted abroad maintain a cultural balance of responsibilities with diverse culturally based stakeholders: owners, creditors, consumers, employees, suppliers, governments and companies? Case study: Levi Strauss - rewards related to the overall goal of sustainability of society. Experimental exercise: "Ethics in the Trenches".

Week 3

Hofstede's cultural context. Environmental variables affecting management functions: Harris, P. : Coping with cultural differences. Case Study: Catlin, L. (2017): Australian Manager in American Society. Using Hofstede's cultural characteristics, compare Australia and the USA from various

measurable quantities. Create an action plan that companies could use to prepare executives and their families for deployment abroad.

Week 4

Trompenaars' cultural context. Discuss the types of operational conflicts that could occur in an international context due to different attitudes to time, change, material factors and individualism. Give an example for specific countries: Mexico, France, India. How the Internet and culture are interrelated. Experimental exercise: British national working in Shanghai. Try to identify the problems and give him possible recommendations.

Week 5

Strategy and intercultural management. Stakeholders in intercultural management. Negotiation conflicts between low and high context cultures. Experimental Exercise: Diodati, E.:

Understanding Diversity. "Multicultural Negotiations". Identification and evaluation of problems associated with dealing with people from other cultures. Case study: "Deciding on Internet search engines". Compare the five search engines in a global business.

Week 6

Human resources management and intercultural management. Story: "Women in management inhabit the world." What are the causes of the small number of women posted abroad? What more can companies do to use women as a resource for international governance? Vietnam: The role of trade unions in achieving sustainable production and global competitiveness. Labor relations in Germany. Discussion of the reasons for the growing convergence and interdependence of trade unions around the world.

Week 7:

Organizational structure and intercultural management. Relationships between strategic management, organizational variables and employee focus. Story: "Procter and Gamble's Think Globally-Act Locally Structure". Teams as a global-local structure. Story: "Changing the organizational structures of emerging market companies". Global network structure of an e-corporation. Organizational alternatives and development for global companies. Structural variables with an impact on the implementation of global strategies. Changes that may require a new organizational design. FIFA: Independent Steering Committee.

Week 8:

Expatriate management and intercultural management. Case study: "The Expat Life". Variables affecting the success of knowledge transfer from the repatriated manager. Case study: "Kelly's role in Japan". Explain the conflicts in culture, customs, and expectations that have occurred. What stage of culture shock do Kelly families experience? Turn the clock back when Kelly was offered a position in Tokyo. What, if any, should have been done differently and who should have done it? What should be done if you were in Kell's situation?

Week 9:

Motivation and leadership. Cultural conditionality in the leadership process: an integration model. How can we use the four Hofstede dimensions - distance, power avoidance, individualism and masculinity - to gain an overview of subordinate relationships around the world? Give some specific examples. Describe the content and context variables in a leadership situation. What other variables are part of intercultural leadership? Contingency management and its significance.

Week 10:

Managers and cultural meetings. Case Study: Water, D: Carlo D'Asaro Biondo, Head of Google's EU Strategy to Attack His Reputation. The history of Google's meetings with European authorities and people. Cultural factors that influenced these encounters. Explain: I can make a cake bigger for everyone. What has happened since this case came about in 2015? How's Biondo?

Week 11:

Integration project. Research areas of intercultural management. The project requires research, imagination and logic using the content of this course. A group of three to five students creates

an imaginary society that has been active on the domestic scene for some time. The group of students represents the top management, who decided it was time to go to the international market. The task is to describe the culture of society. Give a reason to go abroad. Decide for a country, justify this choice. Indicate the cultural, economic and social profile of the area in which it will operate. Develop an organizational structure. Decide on how to select top managers. Discuss communication issues. Explain the risks associated with the legislation and the solution plan.

Week 12:

Presentation of seminar papers I. Research areas of intercultural management. Presentation of final theses, part I. Granting of credits. Quantitative evaluation of the seminar work: adherence to the deadline, achievability of time limits, adherence to the formatting / formal page and internal logical structure. Qualitative evaluation of the seminar work: setting the goal and the degree of its fulfillment. Stylistic level. Suitability of methods used. Use of literature. Depth and quality of the processed topic. Benefits of work.

Week 13:

Presentation of seminar papers II. Research areas of intercultural management. Presentation of final theses, part I. Granting of credits. Quantitative evaluation of seminar work: meeting deadlines, reaching time limits, meeting formatting / formal page and internal logical structure. Qualitative evaluation of the seminar work: setting the goal and the degree of its fulfillment. Stylistic level. Suitability of methods used. Use of literature. Depth and quality of the processed topic. Benefits of work.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 57

A	B	C	D	E	FX
68.42	26.32	5.26	0.0	0.0	0.0

Lecturer: doc. Ing. Mgr. Zuzana Joniaková, PhD., Ing. Andrea Čambalíková, PhD.

Course Leader: 14.05.2022 doc. Ing. Juraj Mišún, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21145/21	Title of course: International Business (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 4 Per course: 26 / 52 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 10 % - active participation within seminars 15 % - semester work and its presentation 15 % - seminar test 60 % - final exam	
Total study load (in hours): Total: study load 8 credits x 26 h = 208 hours Separate study load for individual educational activities: Attendance at lectures: 26 hours Attendance at seminars: 52 hours Preparation for seminars: 52 hours Semester work (written): 26 hours Preparation for the final exam: 52 hours	
Teaching results: Students will possess following abilities: - understanding the genesis and nature of the key theoretical framework of international trade, - basic terminology and connections between concepts in the field of foreign trade, international trade and international business, - territorial and commodity (sectoral) structure of international trade, - definition and development trends in the field of foreign direct investment, international economic integration, foreign trade policy, payment instruments within international trade and the specifics of international transportation, - current state, structure and problematic aspects of foreign trade of the Slovak Republic and foreign market expansion modes for the Slovak entrepreneur. Students will obtain following skills: - identification of basic platforms, publicly available databases and different classifications for international trade and foreign direct investment reporting, - to orientate in the competencies, goals, mission and basic bodies of institutions operating in international trade, - critical evaluation of sources and studies (domestic and foreign), processing of comprehensive analytical material in the field of foreign trade and presentation of the results,	

- orientation in possible barriers to import and forms of export subsidies of a Slovak entrepreneur. Students will gain following competences:
- orientation in the basic databases of international trade statistics (Eurostat, UNCTAD, WTO, etc.) as well as basic analytical materials in the field,
- the ability to independently name and design a suitable method of entry of companies into foreign markets, depending on the location of production and capital intensity,
- defining possible barriers to entry mode onto foreign markets and opportunities to support exporters,
- communication and presentation of own thematic analytical study in the field of international trade.

Indicative content:

Theoretical introduction and explanation of basic framework and issues of international trade. Territorial structure and current trends in the development of international trade. Trade creating and averting effects of economic integration. The position of foreign trade policy in the economic policy of the state and its instruments. Forms of penetration into foreign markets from the point of view of the entrepreneur. Fundamentals of international financing and payment instruments. Logistics in international trade. Participation in foreign trade, institutional support of company exports. The company's competitiveness in foreign trade and its position within global value chains.

Support literature:

1. ZÁBOJNÍK, Stanislav – ČIDEROVÁ, Denisa – KRAJČÍK, Daniel. Competitiveness in International Business: Challenges for the EU Economies. Praha: Wolters Kluwer ČR, 2020. 272 s. ISBN 978-80-7676-006-6.
2. HILL, Ch. International Business. Competing in the Global Marketplace. McGraw-Hill Education Ltd., 2020. ISBN 978-12-6026-258-2
3. KITTOVÁ, Zuzana – STEINHAUSER, Dušan – DRIENIKOVÁ Kristína. Determinants of Domestic Value Added in Exports of the EU Countries. Acta Oeconomica: Periodical of the Hungarian Academy of Sciences. Budapest: Akadémiai Kiadó, 2023. 73(2), 285-303. ISSN 0001-6373.
4. RUŽEKOVÁ, Viera – KITTOVÁ, Zuzana – STEINHAUSER, Dušan. Export Performance as a Measurement of Competitiveness. Journal of Competitiveness: Scientific Journal from the Field of Management and Economics. Zlín: Fakulta managementu a ekonomiky Univerzity Tomáše Bati ve Zlíně, 2020. (1), 145-160. ISSN 1804-1728.
5. STEINHAUSER, Dušan – KITTOVÁ, Zuzana – KHÚLOVÁ, Lucia. Relationship Between CO2 Emissions and Trade: The Case of the EU. Intereconomics, 2024. 59(1): 41-47 DOI: 10.2478/ie-2024-0009. ISSN 1613-964X.
6. STEINHAUSER, Dušan. Where Does Value-Added Flow in Gross Exports, Mr. Newton? Global Supply Chains and New Regionalization's Effects in the Asia-Pacific. Journal of Economic Integration. Seoul: Center for Economic Integration, 2023. 38(3), 335-359. ISSN 1225-651X.
7. ZÁBOJNÍK, Stanislav – STEINHAUSER, Dušan – PEŠTOVÁ, Viktória. EU Decarbonisation: Do EU Electricity Costs Harm Export Competitiveness? Amfiteatru economic. Bucharest: Editura ASE, 2023. 25(63), 522-540. ISSN 1582-9146.

Syllabus:

1. Globalization of international business. International trade - theoretical background.
2. Foreign trade functions. International trade - territorial and commodity structure, current development trends, position of European exporters.
3. The institutional framework for international trade (GATT, WTO), the relationship between openness of the economy and economic growth.
4. Foreign trade policy. Definition, types, historical development. EU instruments and common

- commercial policy. Consequences for a Slovak businessman.
5. Regional economic integration. Theoretical definition, forms and effects. Current developments and relationship to the competitiveness of economies and companies.
 6. Entry modes to foreign markets from the entrepreneur's point of view. International trade operations.
 7. Balance of payments and foreign trade. Payment instruments in international trade from the perspective of the entrepreneur.
 8. International transport and international logistics.
 9. Foreign trade of the Slovak Republic, export competitiveness of Slovak exporters. Status, specifics and role of export policy.
 10. Institutional export support in the Slovak Republic.
 11. Participation of Slovak companies in global value chains and the place of foreign trade in the knowledge economy.
 12. Competitiveness of the company in foreign trade and major determinants.
 13. Simulation of import and export business case for the entrepreneur.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 38

A	B	C	D	E	FX
28.95	28.95	36.84	2.63	0.0	2.63

Lecturer: Ing. Henrich Juhás, PhD., Ing. Daniel Krajčík, PhD., Master Olivia Marie Blanchard

Course Leader: 30.03.2025 doc. Ing. Dušan Steinhauser, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21126/21	Title of course: International Business Strategy (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 30 % active participation in the educational activities and case study discussions 20 % seminar paper 50 % final exam	
Total study load (in hours): Total: study load 7 credits x 26 hours = 182 hours Separate study load for individual educational activities: Participation - lectures: 26 hours Participation - seminars: 26 hours Preparation for seminars: 30 hours Seminar paperwork: 30 hours Preparation for final exam: 70 hours	
Teaching results: Students will possess following abilities: - to understand latest trends in internationalization and globalization of business environment and their impact on management of international companies, - to understand the basic fundamentals of international success: strategic capability, partnership capability, staffing capability, learning capability and organizational capability, - to understand how to use research methods for identifying best practices significant for managing international companies. Students will obtain following skills: - to apply best practices from the course in decision-making process of international companies, - to apply problem-solving procedures in international companies, to evaluate the strategy and applied management tools and their accuracy in real cases, - to choose right methods for evaluating and choosing their strategic partners, - to judge the best ways for managing international staff in real cases and to get the ideas for creation of knowledge management systems in the companies, - to apply selected research methods at their work. Students will gain following competences: - critical and analytical thinking related the right choice of foreign market, suitable method of foreign market entry, option of a suitable strategy and fitting management tools for an international success,	

- diagnostic and systematic thinking when evaluating each step of internationalization and wayshow progress including the potential contribution of strategic partners and international staff, - creative thinking, creation of the paper based on the right research method, its discussion and defense within the study group, and in discussion with the course teacher.
- readiness for discussion, correct and factual argumentation, presentation of the results of ownresearch or project within the seminar work, its defense in a discussion with the teacher and colleagues in their own study group.

Indicative content:

International business strategy and foreign direct investment in era of globalization. Changing pattern of FDI in 21st century. Managing international strategic partnerships, alliances, joint ventures, mergers and acquisitions. International human resource management as a success factor of international companies. Knowledge from internationalization processes and its management in international companies. Changes in international business strategy and management of the companies in post-covid era.

Support literature:

Books:

1. FERENČÍKOVÁ, Soňa.#a#kol. Stratégia medzinárodného podnikania. Bratislava: Ekonóm 2021, ISBN 9788022548984
2. VERBEKE, Alan – LEE, Ian International Business Strategy. Cambridge : UP 2021, ISBN9781108738378
3. FERENČÍKOVÁ, Soňa.#a#kol.: Rast inovatívnosti a konkurencieschopnosti SR pre zahraničných investorov v postcovidovej deglobalizačnej fáze z hľadiska tvorby a transferu znalostí. Bratislava: Ekonóm 2024, ISBN 978-80-225-5197-7

Articles:

1. ANDERSEN et al. (FERENČÍKOVÁ,#Soňa). Careers in Context: An International Study of Career Goals#As#Mesostructure#between Societies' Career-Related Human Potential and Proactive Career#Behaviour. In#Human Resource Management Journal. -#Chichester :#Wiley-Blackwell. ISSN 1748-8583, 2020, vol. 30, no. 3, pp. 365-391 online.
2. SCHUH, Arnold. Investment Attractiveness of Central and Eastern Europe for Western Multinational Firms in the Post-COVID-19 Era. COVID – 19 and International Business – Change of Era. Edited by Marinov, M., Marinova, S. Routledge 2021, pp. 339 – 348
3. FERENČÍKOVÁ, Soňa - KRAJČÍK, Daniel - ZÁBOJNÍK, Stanislav. The Value of Reverse Knowledge Transfer: Case of Austrian Bank in Slovakia. - Registrovaný: Scopus, Registrovaný: Web of Science. In Journal of Eastern European and Central Asian Research. - Saint-Louis : IEECA # Istitute of Eastern Europe and Central Asia. ISSN 2328-8272, 2023, vol. 10, no. 5, pp. 764–772.
4. FERENČÍKOVÁ, Soňa - GRACHOVÁ, Dagmar. Shared Service Centers in the Central and Eastern Europe: Literature Review. - Registrovaný: Scopus, Registrovaný: Web of Science. In Journal of Eastern European and Central Asian Research. - Saint-Louis : IEECA # Istitute of Eastern Europe and Central Asia. ISSN 2328-8272, 2024, vol. 11, no. 2, pp. 188-201.

Syllabus:

1. VUCA world, internationalization, pandemic, globotics, digitalization: the implications forforeign-invested companies.
2. Trends in international business strategies: selected attitudes and dimensions.
3. Regionalization and Central and Eastern Europe in strategies of multinational corporations.
4. International strategic partnerships: alliances and joint ventures.
5. Critical issues of managing strategic partnerships.
6. International strategic partnerships: cross-border mergers and acquisitions.
7. Critical issues of managing cross-border mergers and acquisitions.

8. Due diligence in preparation of cross-border mergers and acquisitions.
9. Valuation and best practices from cross-border mergers and acquisitions.
10. International staffing: expatriation and localization in post-covid era.
11. Motivation and performance management in international context.
12. Talent and career management in multinational corporations.
13. International strategy of a selected Slovak company: lessons learned.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 31

A	B	C	D	E	FX
41.94	25.81	29.03	3.23	0.0	0.0

Lecturer: prof. Ing. Soňa Ferenčíková, PhD., Ing. Daniel Krajčík, PhD.

Course Leader: 28.03.2025 prof. Ing. Soňa Ferenčíková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ JVA22015/22	Title of course: International Economy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 40 % mid-term exam 60 % written examination	
Total study load (in hours): Lectures: 26 hours Seminars: 26 hours Preparation for seminars: 24 hours Preparation for mid-term exam: 12 hours Preparation for final exam: 42 hours	
Teaching results: Upon successful completion of the course, students will be able to: - identify and analyze the main problem areas of the world economy - understand the deeper sectoral areas of the world economy - understand the deeper connections between the actors of the world economy Knowledge and understanding: acquiring knowledge of the workings of the world economy Practical skills: application of theoretical concepts of the functioning of the world economy to practical application in the various sectors of the world economy Competences: understanding of the context of the world economy, use of data bases for practical application	
Indicative content: Definition of the basic concepts. Historical development of the WE. Population in the WE. Natural resources and environment in the WE. Agriculture in the WE. Industry in the WE. Services in the WE. World trade and flows of goods and services in the WE. Status of developing countries in the WE. Financial resources and crises in the WE. Globalization of the WE. Migration and urbanization in the WE. Future of the WE.	
Support literature: STUTZ, F. P. – WARF, B.: The World Economy: Geography, Business, Development. Prentice Hall, Boston, 2012. FEENSTRA, T. – TAYLOR, A. M.: International Economics. Worth Publishers, New York, 2017.	

O'BRIEN, R. – WILLIAMS, M.: Global Political Economy. Bloomsbury Publishing PLC, Londýn, 2020.

Syllabus:

1. Definition of the basic concepts.
2. Historical development of the WE.
3. Population in the WE.
4. Natural resources and environment in the WE.
5. Agriculture in the WE.
6. Industry in the WE.
7. Services in the WE.
8. World trade and flows of goods and services in the WE.
9. Status of developing countries in the WE.
10. Financial resources and crises in the WE.
11. Globalization of the WE.
12. Migration and urbanization in the WE.
13. Future of the WE.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 97

A	B	C	D	E	FX
30.93	21.65	12.37	18.56	10.31	6.19

Lecturer: prof. Ing. Mgr. Renáta Pitoňáková, PhD., Ing. Sabina Lacušová, Ing. Júlia Kromková

Course Leader: 20.01.2022 prof. Ing. Mgr. Renáta Pitoňáková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21253/21	Title of course: International Finance (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Students' performance during seminars – 30 % from which: Individual report or essay and its presentation – 10% Activity during seminars – 10% Written test – 10 % 2. Final written test – 70 % Passing the course is conditioned by obtaining at least 51% of the points set for the active form of teaching and at the same time at least 51% of the points set for the exam.	
Total study load (in hours):	
Teaching results: This course is designed to offer students a better understanding of the functioning of the international monetary system in the context of increasingly globalized financial markets and economic policies. The course should help students understand the key determinants of global capital mobility and the role of monetary and exchange rate policies in this process. In general after taking this course, students should be able to the following: a) To understand and to be able to apply theories and models in international finance in decision making process, b) To develop quantitative skills to undertake empirical research in areas of exchange rate, interest/ rate parity and balance of payments and other areas in international finance. Knowledge and understanding. After studying this course students should be able to: Understand the international classifications of the balance of payments and of the international investment position, Understand the mechanics of financing the balance of payments deficits or surpluses, Clearly identify the determinants of movements in the exchange rates over time, Understand the changing nature of global financial landscape and international monetary system, Be able to distinguish early warning signals for banking and currency crises, Write a critical summary of literature in the international finance area, Skills and attributes. After studying this course students should be able to: To quantify relationships between movements in interest rates and exchange rates,	

To interpret empirical works in the area of interest rates and exchange rates,
Conduct primary research based on real data (country, government or non/government),
Offer a balanced judgment on critical issues in international finance,
Deliver effective and clear presentation and offer some policy implications.

Indicative content:

1. International finance – Introduction. The formation of the IMS, history and current development of the IMS and key institutions. The importance of various macroeconomic policies, transitional regimes of exchange rates, exchange rates manipulations. Trends towards monetary integration. Reserve currencies. Weakened quality of the US financial market. Markets support and moral hazard problem.
2. Balance of Payments as a mean of assessing the external balance/imbalance of a country. Balance of payments as element of foreign exchange demand and supply. Foreign exchange interventions and foreign reserve assets. International liquidity. Current account and capital account analysis. Current trends in international capital flows. Capital inflow and outflow and the impact on domestic macro policies.
3. Balance of Payments as a mean of assessing the external balance/imbalance of a country. The importance of the macro policies for the IMS stability. The impact of macro policies on the international finance and the global economy. The problem of international coordination of macro policies. External imbalances. Different approaches to explanation of global macro imbalances. The drivers of international financial flows. Global excess of savings versus suboptimal macro policy. The impact of real interest rates on savings and investments.
4. International indebtedness and international capital flows. Foreign debt in times of financial crisis. Indicators of the foreign debt sustainability. Foreign indebtedness – case of developed, catching up and developing economies. Debt ownership and debt forgiveness. IMF and capital mobility liberalization. Capital inflow and outflow and the impact on domestic policies.
5. Exchange rates models and classifications. Foreign exchange market. Economic and financial determinants of the exchange rate variable. Exchange rates formation. Money, interest rates and exchange rates interrelations. Current account, capital account and the exchange rate interrelations. Price level and exchange rate – short term and long-term perspective. Equilibrium exchange rate concept and its estimation. Theoretical approach to real effective exchange rate estimation.
6. International finance parity relations. Absolute and relative purchasing power parity. PPP line. Harrod- Balassa-Samuelson model. International Fischer effect, Penn's effect. Interest rate parity covered and uncovered version. Carry trade.
7. Hedging and hedging strategies as a mean of currency risk elimination. Currency risk management. Derivatives usage in currency risk management.
8. Choosing the exchange rate regime. System and criteria for classification of the exchange rate regime. Exchange rate policies. Different models of exchange rates. Economic aspects of fixed and flexible exchange rates. Transitional exchange rate regimes. Macro policy design under different exchange rate regimes. Nominal, nominal effective, real and real effective exchange rate.
9. Optimal Currency Area. Economic integration – advantages and disadvantages of fixed exchange rate. Deciding about monetary union membership. Theory of optimal monetary area – European experience. Trilemma in international finance.
10. Foreign exchange market and exchange rate manipulation. Simultaneous equilibrium on money and exchange rate market. Forex markets effectiveness. Overshooting according to Dornbusch. Foreign exchange interventions. Competitive devaluations.
11. The position of developing and catching up economies. Question of the economic performance in relation to liberalization of the capital mobility. Sensitiveness towards speculation attacks. Trends in their exchange rates development.

12. Models of currency crisis and early warning system models. Balance of Payments crisis in the world. The role of international and key national institutions in liquidity steering and liquidity crisis management. International financial centers.
13. Current issues in International Finance World.
Depending on the most recent topic in International Finance Area.

Support literature:

- Durčáková, J. – Mandel, M. Mezinárodní finance, 4. vydanie, Management Press, 2010.
2. IMF: Balance of Payments Manual, 6th edition, 2009.
3. Jankovská a kol. Medzinárodné financie, Wolters Kluwer, 2003.
4. Kotlebová, J. - Chovancová, B. Medzinárodné finančné centrá – zmeny v globálnej finančnej architektúre, Wolters Kluwer Bratislava 2010.
5. Chovancová a kol. Finančné trhy – nástroje a transakcie, Wolters Kluwer Bratislava, 2016.
6. Mandel, M. – Tomšík, V. : Monetární v období konvergence a krize, Management Press, 2018.
7. Pilbeam, K.: International Finance, 4th edition, Palgrave Macmillan, 2013.
8. Krugman, P. – Obstfeld, M. – Melitz, M. International Economics – Theory and Policy, 10th edition, Pearson, 2013.

Syllabus:

Language whose command is required to complete the course:

english language

Notes:

Assessment of courses

Total number of evaluated students: 28

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
3.57	0.0	0.0	3.57	17.86	28.57	42.86	3.57	0.0	0.0	0.0	0.0

Lecturer: Ing. Denys Orlov, doc. Ing. Jana Kotlebová, PhD.

Course Leader: 19.02.2025 doc. Ing. Jana Kotlebová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21031/21	Title of course: International Management and Business (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English)	
Requirements to complete the course: 40 % core module assignments 60 % final exam (written exam)	
Total study load (in hours): 156 h (lectures participation: 26 h, seminars participation: 26 h, seminar's preparation: 26 h, assignment's elaboration: 26 h, final exam preparation: 52 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of international business and the specifics of management in the international environment, gaining a knowledge of the various forms and entry mode strategies into foreign markets, getting an overview of the management specifics of internationally active companies with regard to current trends Competence: <ul style="list-style-type: none"> • effective use of essential information on the globalization and internationalization of business, • critically evaluate the impact, impact and effects of globalization and internationalization processes on business, • characterize the essence and evaluate individual forms of entry into foreign markets, • propose the solutions and to define conclusions or recommendations on solved topics related to the company's entry into foreign markets. Skill: <ul style="list-style-type: none"> • interpret the specifics of the management of international companies on a comprehensive scale, including through individual functional areas, • analyze foreign markets and their attractiveness and suitability for business, • perform analysis and synthesis, comparing and understanding basic global processes and their impact on business and the economy, • strengthen cultural intelligence by understanding the impact of culture on international business, trade and management on an international scale. 	
Indicative content: Thematic definition of lectures: <ol style="list-style-type: none"> 1. Introduction into international management and international business 2. Globalization and local adaptation 	

3. Decision-making about internationalization
4. Entry strategies and entry modes
5. Exporting
6. Licensing and franchising
7. Joint Ventures and Strategic Alliances
8. Wholly owned subsidiaries
9. Multinational Enterprises
10. Culture impact on international management
11. The impact of internationalization on marketing activities.
12. Ethics, corporate social responsibility and sustainability
13. Global business in the world and in Slovakia

Thematic definition of seminars:

1. Introduction into international management and international business
2. Globalization and local adaptation
3. Decision-making about internationalization
4. Entry strategies and entry modes
5. Exporting
6. Licensing and franchising
7. Joint Ventures and Strategic Alliances
8. Wholly owned subsidiaries.
9. Multinational Enterprises
10. Culture impact on international management
11. Ethical Business and Corporate Social Responsibility
12. Global business in the world and in Slovakia
13. International trade and entrepreneurship in the world and in Slovakia

Support literature:

Basic literature:

1. HILL, Charles W. L. International Business. Competing in the Global Marketplace. Global Edition. New York : Mc Graw-Hill, 2014. 747 s. ISBN 978-0-0771-6358-7.

Supplementary literature:

1. THEODORE Levitt: Globalization of Markets. Online: <https://hbr.org/1983/05/the-globalization-of-markets>
2. KEEGAN, Warren. J. Global marketing management. The European Perspectives. Harlow : Pearson Education, 2001. 739 p. ISBN 978-0-13-841826-1.
3. BRADLEY, Frank. International marketing strategy. Fifth edition. Essex : Pearson Education Limited, 2005. 438 p. ISBN 978-0-273-68688-8.
4. DUNNING, John H. – LUNDAN, Sarianna. M. Multinational enterprises and the global Economy. Second Edition. Cheltenham : Edward Edgar Publishing, 2008. 920 p. ISBN 978-1-84376-525-7.
5. GILLEPSIE, Kate – HENNESSE, David H. Global Marketing. KY : South-Western Cengage Learning, 2008. 608 p. ISBN 978-1-4390-3943-4.
6. HOLLESEN, Svend Global marketing. A decision-oriented Approach. Fifth Edition. New York : Prentice Hall. 2011. 800 p. ISBN 978-0-273-72622-7.
7. RUGMAN Alan M. – COLLINSON Simon. International Business. Sixth Edition. London: Pearson Education, 2012. 800 p. ISBN 978-0-273-76097-9.

Syllabus:

Thematic definition of lectures:

1. Introduction into international management and international business - Introduction to the content and structure of the subject, forms and methods of teaching. History and present of

international business and trade. International management – theoretical background, definition and position in today's world.

2. Globalization and local adaptation - theoretical foundations, factors, impacts, advantages and disadvantages of globalization on business. Globalization of markets, globalization of production. Basic theories of internationalization of business, obstacles and supporting tools of internationalization. Local adaptation - the essence, importance and significance in the global business world.

3. Decision-making about internationalization - decision-making for and against internationalization, strategic steps of companies in foreign markets. Market selection analysis – selection of attractive markets, PEST analysis and its modifications. Methods of selecting attractive foreign markets (traditional and online modern tools).

4. Entry strategies and entry modes – theoretical background - theoretical background, essence and entry forms. Classification of forms of entry into foreign markets. International strategies of companies from around the world (ways in which companies internationalize in foreign markets – best practice of American, Chinese, Israeli and Scandinavian companies).

5. Exporting - definition, background and development of export. Export in the European Union and in Slovakia. Forms of export. Pro-export policy of the Slovak Republic and export support. Exporters of Slovak Republic. The impact of exports on the global economy. Export structure, current examples and statistics.

6. Licensing and franchising - nature and meaning of licenses, effects of licenses, classification of licenses, types of licenses. Franchising as an effective form of entry into foreign markets - the essence, importance, contracting parties, international franchising agreement, types of franchising, franchising as a tool of internationalization. Fundamental steps in the case of building a franchise network and selecting franchisees.

7. Joint Ventures and Strategic Alliances - Joint Venture, strategic alliances - definition, classification, nature and functioning of cooperative forms of entry, differences between JV and strategic alliance. The process of creating forms of cooperation in foreign markets. Basic JV models and their definition.

8. Wholly owned subsidiaries. (Greenfield projects, M&A) - Subsidiaries abroad - foreign direct investment (Greenfield, brownfield), acquisitions and mergers. Classification, advantages and disadvantages. The process of establishing foreign subsidiaries abroad, the acquisition process. Acquisition strategies. Acquisition of culture. Examples from practice and various industries. Examples of success and failure - investing in a green field vs. acquisitions.

9. Multinational Enterprises – definition, essence and meaning of MNC. Classification, development and current position of MNC in the global world. Positive and negative impacts of the MNC on the economy, businesses and individuals. The future of multinational enterprises. Examples from practice (positive vs. negative). Multinationality criteria (qualitative, quantitative). Perlmutter's concept of multinational business management.

10. Culture impact on international management – culture and its impact on management, aspects and components of culture. Cultural specifics (Eastern vs. Western cultures). Dimensions of culture according to G. Hofstede. GLOBE project and cultural clusters and dimensions. Understanding cultural nuances. Development of intercultural competence. The influence of culture on business management (management of multicultural teams, communication with the global customer, the existence of the company in the international space).

11. The impact of internationalization on marketing activities. Building a global brand – specifics of MNC management in the field of marketing, marketing strategies and global brand building. Specifics of marketing within international companies. Brand building, targeting and positioning in a global world.

12. Ethics, corporate social responsibility and sustainability- ethical issues in global business. Ethical dilemmas. Strategies for building corporate social responsibilities activities, the

importance and essence of CSR, sustainability and ethical behavior as a new value in building the mission of business in today's global world.

13. Global business in the world and in Slovakia – impacts, positives and consequences of international trade on economies. Examples of good practice from the Slovak and global environment. Social, economic, environmental and value impacts of global trade on countries, businesses and individuals.

Thematic definition of seminars:

1. Introduction into international management and international business - Discussion on the topic: What are the effects of globalization on business and the individual? (Application of critical thinking). Case study focused on building a global business (Coca-cola, Ikea, and Apple). Elaboration of an essay on the topic: “Evaluation impacts of the COVID-19 epidemic in my home country.”

2. Globalization and local adaptation - Local Adaptation - Homework Discussion: Essay. Case study: internationalization of business: ESET – IT company. Walmart. Starbucks. Discussion: How important is local adaptation in today global world?

3. Decision-making about internationalization - case studies: Asos.com, Martinus.sk. Discussion on the possibilities of internationalization of business within Europe. Identification of attractive business markets based on the application of selected criteria of selection analysis.

4. Entry strategies and entry modes – theoretical background - presentations of attractive markets of countries based on selected criteria (completion of the task from the 3rd week). Discussion on the appropriateness of choosing forms of entry into foreign markets based on of specific cases of companies. Failure cases (incorrect form of entering a foreign market) and identifying the causes of failure.

5. Exporting - case study: Export of Slovak products to selected foreign markets. Analysis of exports and export policy of a selected country within the EU, discussion of the advantages and disadvantages of exports as a form of entry into foreign markets.

6. Licensing and franchising - case studies focused on franchising: McDonald's. Fornetti Slovakia. Comparison of franchising concepts in practice (teamwork: comparison of two real franchising concepts, with a subsequent discussion focused on justifying the choice of a more attractive concept in the conditions of the Slovak Republic).

7. Joint Ventures and Strategic Alliances - case studies focused on acquisitions and mergers: Case study: Company growth through international acquisition. Case Study: Walt Disney Acquisition Strategy.

8. Wholly owned subsidiaries. (Greenfield projects, M&A) - Subsidiaries abroad - case studies focused on building investments in a green field: Automotive industry in the Slovak Republic. Summary case study (teamwork): Selection of a suitable form of entry for Slovak startups (team presentation and discussion).

9. Multinational Enterprises - Discussion on the topic: Positives and negatives of the existence and functioning of multinational societies in today's global world. Case studies focused on building multinational companies: Nintendo - a company that likes to play. Procter & Gambler - success in the sign of consumer goods (development of business models Canvas for companies).

10. Culture impact on international management – The impact of culture on international management - case studies on the impact of culture on management and business: Marketing tools in Muslim countries. Tang instant drink in foreign markets. Diesel – how to create marketing with passion.

11. Ethical Business and Corporate Social Responsibility - case Studies: Who Makes Apple iPhone? Patagonia as an example of ethical business. Discussion about ethical production in the textile and clothing industry: Who made my clothes?

12. Global business in the world and in Slovakia- discussion topic: Present and future of global business. New trends and tools that affect business. Examples of good practice from around the

world - successful global companies and their story. (Team assignment and brief presentation taking into account the identification of key strategic steps that guaranteed success).

13. International trade and entrepreneurship in the world and in Slovakia - discussion on the topic. New trends and tools affecting business. Examples of good practice from around the world - successful global businesses and their story. (team assignment and brief presentation with a view to identifying key strategic steps that have guaranteed success).

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 76

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
39.47	0.0	0.0	48.68	6.58	2.63	0.0	2.63	0.0	0.0	0.0	0.0

Lecturer: Ing. Katarína Procházková, PhD.

Course Leader: 14.05.2022 Ing. Katarína Procházková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21104/21	Title of course: Introduction to Corporate Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Activity at seminars 5% Results of term test 25% Results of exam 70%	
Total study load (in hours): Totally $6 \times 26 = 156$, namely: • participation in lectures 26 h; participation in seminars 26 h; preparation for seminars 19 h; preparation for the term test 25 h; preparation for the exam 60 h	
Teaching results: After completing the course the student: • acquires expertise from selected components of corporate finance (sources of financing, allocation of capital to current and fixed assets, financial analysis and financial planning of the company) • can apply theoretical knowledge in solving case studies and practical examples. • the result of education is also the development of students' analytical skills, support of teamwork. Results in the field: I. Knowledge and understanding: • to understand and to master the basic conceptual apparatus and starting points of corporate finance, to formulate and to critically evaluate the current problems of financial management of companies in the Slovak Republic; • to gain knowledge of what corporate finance deals with and what is its essence; • to understand the issues of business financing. II. Practical skills and competence: • to have an overview of current techniques, methods and procedures of financial management of the company; • to be able to design a suitable way of financing a business entity.	
Indicative content: 1. Introduction to the course, its basis and aims , definition of basic terms 2. Financial management and financial policy. Corporate financing. 3. Internal sources of finance. 4. External sources of finance. 5. Determination of the whole need for working capital.	

6. Management of inventory, receivables and cash.
7. Long – term finance.
8. Progressive approaches in capital budgeting.
9. Corporate environment.
10. Corporate financial planning.
11. Small and medium – sized enterprises.
12. Non – profit organizations.

Support literature:

Brealey, R.A - Myers, S.C. - Marcus, A.J.: Fundamentals of Corporate Finance. 10th Edition.
McGraw - Hill Education, 2019.

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 32

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
25.0	0.0	0.0	21.88	21.88	12.5	6.25	12.5	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Katarína Belanová, PhD.

Course Leader: 27.01.2022 doc. Mgr. Marek Káčer, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21105/21	Title of course: Introduction to Experimental Methods in Economics
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 25% - Active participation assessment: Interim written assignment – Research question specification 75% - Final Exam: 25% - Semester project – The primary objective of the course is the application of experimental methods, which can only be conducted through a project 50% - Written exam	
Total study load (in hours): Lectures 26 h, Seminars 26 h, Preparation for seminars 13 h, Preparation of assignments 26 h, Preparation for midterm test 13 h, Preparation for final exam 52 h	
Teaching results: Understanding Distinguishing between causality and correlation Competence Critical thinking, identification of alternative explanations of a particular economic phenomenon, ability to ask a research question Skills Designing an experiment to answer a research question	
Indicative content: COURSE OUTLINE The course provides an introduction to behavioral and experimental economics, focusing on key concepts, methods, and applications in various areas of economics. Students will learn about decision-making theories, psychological biases, strategic interactions, and applications of behavioral economics in finance, labor markets, and public policy. 1. Introduction to Behavioral and Experimental Economics (Cartwright, 2018) Definition and historical development of behavioral and experimental economics Departure from neoclassical assumptions of rational agents	

Key methods in behavioral economics: laboratory and field experiments
 Landmark experimental studies and their contributions to economic knowledge
 Differences between behavioral and experimental economics

2. Judgments and Heuristics (Kahneman, 2011)
 Heuristics: definition and function in decision-making
 Examples of heuristics: availability heuristic, anchoring, representativeness
 Systematic errors in judgment and decision-making
 Experiments demonstrating the impact of heuristics
 Implications for economics and public policy

3. Decision-Making and Preferences (Cartwright, 2018)
 Rational and irrational decision-making
 Prospect Theory (Kahneman & Tversky, 1979)
 Losses versus gains: effect of asymmetric evaluation
 Intertemporal decision-making and time inconsistency (hyperbolic discounting)
 Experimental testing of decision-making theories

4. Biases in Decision-Making (Kahneman, 2011)
 Cognitive biases and their classification
 Biases: confirmation bias, hindsight bias, status quo bias
 Experimental evidence of biases in economic decision-making
 Implications of biases for markets and economic policies

5. Noise and Uncertainty in Decision-Making (Kahneman, 2021)
 Difference between noise and bias
 Variability in judgments and its economic consequences
 How noise affects decision-making in business and public policy
 Methods for reducing noise in decision-making processes

6. Strategic Interactions (Camerer, 2011)
 Introduction to game theory: basic concepts
 Nash equilibrium and its applications in economics
 Coordination games and dilemmas (Prisoner's Dilemma, public goods)
 Experimental testing of strategic games
 Behavioral aspects of strategic interaction

7. Analytical Game Theory (Camerer, 2011)
 Rationality and equilibrium strategies
 Dynamic games and games with incomplete information
 Principles of solving games in economics and business
 Experimental verification of assumptions in analytical game theory

8. Behavioral Game Theory (Camerer, 2011)
 Differences between standard and behavioral game theory
 Bounded rationality and social preferences (altruism, reciprocity)
 Experiments on trust, fairness, and cooperation
 Use of behavioral game theory in market and policy design

9. Behavioral Labor Economics (Charness & Kuhn, 2011)

Support literature:

Primary sources

- Cartwright, E. (2018). Behavioral economics. Routledge.
- Camerer, C. F. (2011). Behavioral game theory: Experiments in strategic interaction. Princeton University Press.
- Charness, G., & Kuhn, P. (2011). Lab labor: What can labor economists learn from the lab?. In Handbook of labor economics (Vol. 4, pp. 229-330). Elsevier.
- Kahneman, D. (2011). Thinking, fast and slow. Macmillan.

- Kahneman, D., Sibony, O., & Sunstein, C. R. (2021). Noise: a flaw in human judgment. Hachette UK.
 - Sunstein, C. R. (2020). Behavioral science and public policy. Cambridge University Press.
 - Earl, P. E. (2022). Principles of behavioral economics: Bringing together old, new and evolutionary approaches. Cambridge University Press.
- Supplementary
- Angner, E. (2012). A course in behavioral economics. Macmillan International Higher Education.
 - Altman, M. (2015). Handbook of contemporary behavioral economics: foundations and developments. Routledge.
 - Altman, M. (Ed.). (2015). Real-World Decision Making: An Encyclopedia of Behavioral Economics: An Encyclopedia of Behavioral Economics. ABC-CLIO.
 - Jacquemet, N., & l'Haridon, O. (2018). Experimental Economics. Cambridge University Press.
 - Smith, V. L. (2007). Rationality in economics: Constructivist and ecological forms Cambridge University Press.
 - Thaler, R. H., & Sunstein, C. R. (2009). Nudge: Improving decisions about health, wealth, and happiness. Penguin.

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 52

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
3.85	0.0	0.0	5.77	9.62	11.54	59.62	9.62	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Jana Péliová, PhD., doc. Ing. Zuzana Brokešová, PhD., Ing. Matej Lorko, PhD., doc. Ing. Maroš Servátka, PhD.

Course Leader: 31.01.2025 doc. Ing. Maroš Servátka, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMA FHI/NIC21031aj/21	Title of course: Introduction to Financial Mathematics
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40% semester paper, 60% written exam	
Total study load (in hours): Participation in consultations – 26 Preparation for consultations– 16 Preparation for semester paper – 16 Preparation for exam – 20 Total study load – 78	
Teaching results: Knowledge: basic knowledge of financial mathematics and investing in common economic practice. Skills: to orientate in four basic topics of financial mathematics (interest rate, annuity, repayment and financial flows). Competences: to acquire new knowledge independently and to actively expand one's mathematical knowledge, realizing that knowledge of the methods of financial mathematics enables the use of funds in a more prudent and efficient way (decisions concerning financial flows, the benefits of concluding contracts, loans, securities trading, etc.).	
Indicative content: The concept of interest. Simple interest. Math and trade discount. Compound interest. Relationship between simple and compound interest. Discounting compounded. Continuous interest. The theory of interest rates. The concept of financial annuities. Classification of loans. Redemption plan. Annuity redemption. Financial flows.	
Support literature: GARETT, S. Introduction do the mathematics of finance. Elsevier, 2013. CIPRA, T. Practical guide to financial and insurance mathematics. Prague: Ekopress, 2020. CHAMBERS, D. R. – LU, Q. Introduction to Financial Mathematics: With Computer Applications. Chapman and Hall/CRC, 2021.	
Syllabus:	

1. The concept of interest. Simple interest. The calculation of basic variables. Exact and banks method. The timing diagrams.
2. Math and trade discounts. Financial equivalence principle.
3. Compound interest. Relationship between simple and compound interest. Mixed interest. Effective and nominal interest rate.
4. Discounting compounded. Equivalent to interest and discount rates. Rate of return on investment, net present value.
5. Continuous interest. Equivalent relations between the composite and continuous interest. Anticipative interest.
6. The theory of interest rates. Interest rates, interest and discount factor intensity as a function of time.
7. The concept of financial annuities, basic concepts and relationships. Decursive annuity.
8. Anticipative annuity. Deferred annuity, annuity suspended.
9. Infinity annuity, annuity with continuous interest. Classification of loans. The loan repayment premium.
10. Gradual repayment of a loan. Rules redemption. Redemption plan. Annuity redemption.
11. Repayment schedules redemption, redemption of bonds.
12. Financial flows. Evaluation of financial flows.
13. Evaluation of long-term securities.

Language whose command is required to complete the course:
english

Notes:

Assessment of courses

Total number of evaluated students: 20

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
25.0	0.0	0.0	10.0	25.0	20.0	15.0	5.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Silvia Zelinová, PhD., RNDr. Anna Strešňáková, PhD., prof. RNDr. Katarína Sakálová, CSc.

Course Leader: 15.05.2022 PaedDr. Zsolt Simonka, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21102/21	Title of course: Introduction to quantitative methods
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 30% two tests during the semester using software, 10% activity during the semester, 60% exam	
Total study load (in hours): Attendance at lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, preparation for tests during semester 26 h, preparation for the exam 52 h	
Teaching results: The main goal of the course is to combine theoretical knowledge of mathematics and statistics with practical experience of working with real world data in finance. The course is the basis for the study of more developed techniques of financial econometrics. Upon successful completion of the learning process, the student should be able to: <ol style="list-style-type: none"> 1. knowledge and understanding : understand selected analytical methods in the field of finance 2. skills : use statistical software for data processing, statistical analysis and graphical outputs 3. competence: to be able to evaluate and interpret the outputs of quantitative analyzes. 	
Indicative content: <ol style="list-style-type: none"> 1. Introduction of STATA statistical software. 2. Basics of data processing - types of variables, finding information about variables and data file, working with subsets of data, manipulation with variables. 3. Working with data files - data import, file merging, data structure declaration. 4. Random variable - descriptive statistics and probability distributions. 5. Testing statistical hypotheses. 6. Correlation and regression. 7. Regression with several variables. 8. Data visualization and work with graphs. 	
Support literature: Alan C. Acock. 2018. A Gentle Introduction to Stata. Sixth Edition. Texas: Stata Press.	
Syllabus:	
Language whose command is required to complete the course: english	
Notes:	

Assessment of courses

Total number of evaluated students: 46

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
4.35	0.0	0.0	6.52	28.26	26.09	23.91	10.87	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Martin Alexy, PhD., doc. Mgr. Marek Káčer, PhD., Mgr. Yuliya Petrenko, CSc., PhD., Ing. Rastislav Solej, PhD., MSc.

Course Leader: 27.01.2022 doc. Ing. Martin Alexy, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava					
Faculty:					
Course code: KAI FHI/NIA21221/21		Title of course: Knowledge Management Technologies (in English)			
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present					
Number of credits: 4					
Recommended semester/trimester of study:					
Degree of study: I., II., N					
Prerequisites:					
Requirements to complete the course:					
Total study load (in hours):					
Teaching results:					
Indicative content:					
Support literature:					
Syllabus:					
Language whose command is required to complete the course:					
Notes:					
Assessment of courses Total number of evaluated students: 7					
A	B	C	D	E	FX
42.86	28.57	14.29	0.0	14.29	0.0
Lecturer: RNDr. Eva Rakovská, PhD., doc. Dr. Ing. Miroslav Hudec, Ing. Erika Mináriková, PhD.					
Course Leader: 18.05.2022					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KOP OF/OOE25131/25	Title of course: Law in Marketing (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: - 10 % - continuous semester evaluation; - 30 % - preliminary test; - 60 % - written exam.	
Total study load (in hours): - Workload: 78 hours - Participation in seminars: 26 hours - Preparation for seminars: 13 hours - Preparation for preliminary test: 13 hours - Exam preparation: 26 hours	
Teaching results: After completing the course, the student has legal information for practice in the field of marketing management, marketing communication, product management, public relations, IT and business. Knowledge: In a broader context, the student understands more complex legal institutes that relate to marketing and business activities in general, especially in the following areas: marketing management and marketing communication; product management; public relations and media; IT technologies in marketing and trade. Skills: The student will be able to understand that the regulation of marketing and business activities is subject to legal regulation, both by private and public law. The student understands the latest trends in legal regulation and can follow them; understands the complexity of legal regulation of selected marketing and business activities in a broader context (e.g. online marketing includes aspects of licensing agreements, data protection, intellectual property protection, but also the regulation of infrastructure and media). The student will be able to draft a simple contract in this area and identify its essential elements. Competencies: The student will gain the ability to work with applicable legislation governing business and marketing activities. The student is also be able to work with databases of European legislative acts (https://eur-lex.europa.eu) and Slovak legislation (www.slov-lex.sk), can find the relevant legislation concerning the regulation of marketing and business activities and can read it with the knowledge of basic legal concepts and institutes.	
Indicative content:	

Intellectual Property Law. Advertising and Media law. Protection of Personal Rights. Protection of name and good reputation of legal entity. Unfair Competition. Legal regulation of e-commerce. Protection of Personal Data (GDPR). Legal regulation of electronic communications with a focus on privacy protection and direct marketing. Contract types used in the field of marketing consulting and communication, public relations and business.

Support literature:

1. Hutta, M., Magurová, H., Tináková, E. Selected Issues of Marketing Law (The textbook is in the process of preparation, it will be published by EKONÓM publishing house in 2025).
2. Radosa, M. a kol: Fundamentals of Law (The textbook is in the process of preparation, it will be published by EKONÓM publishing house in 2025).
3. Bentley, L., Sherman, B., Gangjee, D., Johnson, P. Intellectual Property Law. Oxford: Oxford University Press, 2022. 1560 pp. ISBN 9780198869917.

Syllabus:

1. Fundamentals of law.
2. Concept, subject and sources of law in marketing.
3. Intellectual Property Law (copyright and rights related to copyright).
4. Intellectual Property Law (selected rights of industrial property rights – designs, trademarks, designation of the product's origin and geographical indication of the product).
5. Intellectual Property Law (know-how, logo, domain names).
6. Advertising law (Act on advertising, Act on audiovision).
7. Media law (Act on media services, Act on publications).
8. Protection of Personal Rights, Protection of name and good reputation of legal entity, Unfair Competition.
9. Legal regulation of e-commerce.
10. Protection of Personal Data (GDPR) within marketing communications and in the online environment, legal regulation of electronic communications with a focus on privacy protection and direct marketing.
11. The conclusion of contracts.
12. Contract types used in trade and marketing 1.
13. Contract types used in trade and marketing 2.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: JUDr. Michal Hutta, PhD., JUDr. Mgr. Eva Tináková, PhD.

Course Leader: 02.04.2025 JUDr. Michal Hutta, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21036/21	Title of course: Leadership (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KM FPM/MMB21040/21-Management (in English) or KM FPM/MMB21029/21-Personnel Management (in English) or KM FPM/MMB21041/21-Human Resource Management (in English)	
Requirements to complete the course: 40 % core module assignments, 60 % final written exam	
Total study load (in hours): 130 h (lectures participation: 26 h, seminars participation: 26 h, seminar's preparation: 26 h, assignment's elaboration: 13 h, final exam preparation: 39 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • A comprehensive view of leadership, its changes in the past and present, as well as challenges for the future. Gaining a detailed overview of individual concepts and approaches to leadership, as well as creating a knowledge base on selected key areas of leadership such as men's and women's views on leadership, the importance of emotional and cultural intelligence, leadership in crisis and extreme conditions or the impact of culture on leadership. Competence: <ul style="list-style-type: none"> • effective use of essential information in the field of leadership, understanding of individual concepts and approaches to people management • critically evaluate the impact, impact and effects of leadership in everyday practice on the performance, stability, satisfaction and productivity of teams as well as the individual • characterize the concepts associated with leadership and understand the essence of selected areas of leadership such as emotional intelligence, leadership in extremis, transformational leadership or ethical leadership • propose solutions and generate conclusions or recommendations on selected topics related to key areas of effective leadership in practice • understand the societal and corporate importance of leadership Skill: <ul style="list-style-type: none"> • interpret the specifics of leadership in relation to situations, behavior, personality of the leader, the characteristics of subordinates and tasks • acquire the skills of self-evaluation and self-reflection in selected areas of leadership • applying critical thinking when solving tasks related to case studies and seminar tasks 	

- developing cultural intelligence by deepening knowledge in the field of working in multicultural teams and by identifying the influence of culture on people management
- strengthening personal level of emotional intelligence, which appears to be the skill of the future

Indicative content:

Thematic definition of lectures:

1. Leadership introduction
2. Trait approach
3. Skills approach
4. Style approach
5. Situational approach
6. Path-goal theory of leadership, LMX theory
7. Transformational and charismatic leadership
8. Team Leadership
9. Leadership and emotional intelligence
10. Leadership and culture
11. Women and men in leadership
12. Ethical Theories of Leadership
13. Leadership in extremis

Thematic definition of seminars:

1. Leadership introduction
2. Trait approach
3. Skills approach
4. Style approach
5. Situational approach
6. Path-goal theory a LMX theory
7. Transformational and charismatic leadership
8. Team Leadership
9. Leadership and emotional intelligence
10. Leadership and culture
11. Women and men in leadership
12. Ethical Theories of Leadership
13. Leadership in extremis

Support literature:

Basic literature:

1. NORTHOUSE, Peter G. Leadership. Theory and Practice. Seventh Edition. New York : SAGE Publication, 2016. 520 s. ISBN 9781506311166.
2. YUKL, Gary. Leadership in Organizations, Upper Saddle River : Pearson – Prentice Hall, 2010. 528 s. ISBN 978-0-132-77186-3.
3. GOLEMAN Daniel. What makes a leader? In Harvard Business Review. January 2004 (pdf. Article)
4. EAGLY Alice – CARLI, Linda. Women and the Labyrinth of Leadership. In Harvard Business Review. September 2007 (pdf. Article)

Supplementary literature:

1. AVEY, James. B. - WERNISING, Tara. S. - PALANASKI, Michael. E. 2012. Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. In Journal of Business Ethics. 2012, č. 107, s. 21–34. ISSN 1573-0697.
2. ROWE, Glen. W. – GUERRERO, Laura. Cases in Leadership. New York : SAGE publication, 2010. s. 440. ISBN 978-1412980197.

3. GOLEMAN, Daniel. Emocionálna inteligencia. Bratislava : Citadella, 2017. 432 s. ISBN 978-80-8281-086-1.
4. SANDBERG, Sheryl. Lean in. Women, work and the will to lead. 1 edition. Wien : Knopf, 2013. 240 s. ISBN 978-0385349949.
5. LIVERMORE, D. Leading with cultural intelligence. The real secret to success. Second edition. New York : AMACOM, 2015. 272 s. ISBN 978-0814449172.
6. KATZ, Robert L. Skills of an Effective Administrator. Online: <https://hbr.org/1974/09/skills-of-an-effective-administrator>
7. WONG, Jehn-Yih - LEE, Wen-Hwa. Leadership through Service: An Exploratory Study of the Leadership Styles of Tour Leaders. In Tourism Management, č. 33, s. 1112-1121. ISSN 0261-5177.
8. Hofstede cultural dimensions: Webpage: <https://www.hofstede-insights.com/>

Syllabus:

Thematic definition of lectures:

1. Leadership introduction – definition and historical development of leadership. Leadership vs. management: functions of leadership. Theories of leadership and leadership levels. Way of conceptualizing leadership. Trait vs. Process Leadership. Components of Leadership.
2. Trait approach – trait approach via historical and current approaches and studies. Women and men: traits and characteristics. Trait approaches: comparison (core leader traits). Theory of the Great man. Five factor personality model and leadership. Strength and criticism of trait approach.
3. Skills approach – components and background of skills approach. Key skill of leaders. Model of skills approach (Katz three-skill approach, Mumford competency model). Structure of skills based on current studies.
4. Style approach – studies focused on style approach (the Ohio State University, the University of Michigan Studies, Leadership grid). Paternalism/Maternalism. How does the style approach work?
5. Situational approach – definition and theoretical background of situational approach. The influence of environment on leadership styles. Fielder contingency model. Hersey and Blanchard model. Development levels. How does situational approach work? Situational Leadership.
6. Path-goal theory of leadership, LMX theory – Path-goal theory: background, structure and components (leader behaviors, subordinates characteristics, task characteristics). How theory work? Strength and criticism. LMX theory: background, definition, early studies, later studies). In-group and out-group relationship.
7. Transformational and charismatic leadership - transactional versus transformational leadership. Transactional leadership factors. Tools of transformational leadership. An example of a transformational leader - Rudy Giuliani. Charisma and charismatic leadership. Definition of charisma. Ego versus charisma (dark side of charisma). Comparison of transformational and charismatic leadership. Advantages and disadvantages of both approaches.
8. Team Leadership - Hill's model of team leadership, Traditional versus shared team leadership. Internal, task-oriented leadership measure - focused on the ability to do the job. Internal, relationship-oriented leadership measures aimed at improving the interpersonal skills of team members and relationships within the team. External leadership - necessary to maintain the team and protect it from the external environment. Team efficiency.
9. Leadership and emotional intelligence – structure and concepts of emotional intelligence, definition of EI, EQ vs. IQ, measurement and development of EI. D. Goleman view on emotional intelligence. The importance and significance of emotional intelligence in the workplace, current studies as evidence of the importance and significance of EI in management.
10. Leadership and culture - core aspect of culture and cultural differences. Development of cultural intelligence and intercultural competencies. Cultural differences based on Lewis study and Hofstede study. Multicultural team (building and developing, ethnocentrism

stereotypes, prejudices, discrimination) Cultural intelligence as core leadership skill, structure and development of CQ. Importance of CQ in global leadership.

11. Women and men in leadership – male and female leadership style, the key differences in male and female leadership style, women in leadership vs. men in leadership. Current situation – women in leadership and management. Leadership labyrinth. Phenomenes of glass ceiling and glass cliff. Situation in Slovakia and worldwide (barriers, obstacles, motivation, tools and techniques of companies and governments)

12. Ethical Theories of Leadership - serving, spiritual and authentic leadership. Factors of growing interest in ethical theories of leadership, Servant (serving) leadership - basic characteristics and signs, Spiritual (spiritual) leadership - basic characteristics and signs, Authentic leadership - basic characteristics and signs. Definition of humility. The importance of ethical theories of leadership for business.

13. Leadership in extremis - leadership in extreme situations. Definition of an extreme situation. An approach showing the behavior of a leader and a follower within a specific group of contexts. Comparison of crisis leadership and leadership in extremis. Key characteristics in extremis leaders - competence, trust and loyalty. Motivation by a dangerous situation. Continuous learning during an extreme situation. Risk sharing, mutual loyalty. In extremis leader in business.

Thematic definition of seminars:

1. Leadership introduction –students will gain complex knowledge about leadership and the nature of leadership, describe their own definition of leadership, solve case studies of effective leaders from the Slovak and international environment. They define the basic features of leadership according to subjective consideration. Applying Critical Thinking: Finding the Answer to the Question: Who is an Effective Leader

2. Trait approach – case studies focused on identifying key characteristics of the leader: case study: Choosing a new director of research, case study: Michal Truban, case study: Recruiting for bank.

3. Skills approach – testing in the field of basic leadership skills, application of Katz's and Mumford's model of skills in solving case studies: A strained research team. Andy's recipe for success. Leadership and managerial skills. Discussion of the key skills of a leader today, student should understand the differences between a leader and a manager.

4. Style approach – Case studies: Amundsen vs. Scott (students applying knowledge and understanding of leadership qualities, skills and behavior of a leader). Case studies: Eating lunch standing up. We are family. Testing style questionnaire. (Identifying personal leadership style)

5. Situational approach - practical application of situational leadership style in solving case studies: What style do I use? Why aren't they listening. Student Parliament. Students should understand how strategically the situation could affect the leadership style and the very concept of leadership. They also give their own practical examples.

6. Path-goal theory a LMX theory – case studies focused on path-goal theory: Three shifts, three supervisors. Direction for one, support for others. Path-goal leadership questionnaire. Case studies focused on LMX theory: Working hard and being fair. His team gets the best assignments.

7. Transformational and charismatic leadership - King Christian of Denmark as an example of a transformational leader. Students discuss examples of charismatic leaders - Adolf Hitler, Steve Jobs, Che Guevara. Historical context and manifestations of charisma in individual personalities. The influence of a charismatic leader in the company.

8. Team Leadership - A Case Study of Team Leadership: Mount Everest - a mountain where ascent is voluntary but return mandatory. Competitive Fight - Adventure Consultants vs. Mountain Madness. Failure of team leaders - creating moving goals, loss of vision. Assumptions of the failure of team leaders on the examples of Scott Fisher and Robert Hall. Causes of team leaders failure. Prerequisites for mastering team leadership.

<p>9. Leadership and emotional intelligence – Testing of emotional intelligence and its components, discussion of possibilities of development of individual components of emotional intelligence. Case Study: Sir Alex Ferguson - A Practical application of EI knowledge to Mr. Ferguson's story and life. Examples of good practice from the global environment - how EI positively affects the motivation, commitment, productivity and creativity of employees (taking into account the use of the concept of Positive Psychology). Working with emotions - exercises for recognizing emotions.</p> <p>10. Leadership and culture – Practical examples and tasks for understanding and applying cultural specifics in practice. Case study focused on effective management of a multicultural team. Exercises aimed at eliminating ethnocentrism and getting rid of prejudice. Getting to know other cultures - discussion of culture shock and experiences with people from other cultures.</p> <p>11. Women and men in leadership – Case study: Can I accept a woman's opinion? - understanding the differences between men's and women's actions and behavior within a team. Case Study: Margaret Thatcher (first British Prime Minister), Jacinda Ardern (current Prime Minister of New Zealand) - women's leadership in times of crisis</p> <p>12. Ethical Theories of Leadership - Jesus Christ as an example of a serving leader. An image of a kneeling Jesus washing the feet of his disciples. Metaphor and comparison with current serving leaders. Joel Spolsky and his style of serving leadership. Does Humility influence the Business? The difference between ethics and morality.</p> <p>13. Leadership in extremis – Case study of Rebecca Kanis - Director of Innovation Common Ground and her leadership in extreme situations. Finding parallels with business. Situations where an extreme threat to the company or to the lives of individuals undermines the true nature of leaders and followers. Case Study - Hurricane Katrina and Hospital Management in New Orleans.</p>					
Language whose command is required to complete the course: English					
Notes:					
Assessment of courses Total number of evaluated students: 62					
A	B	C	D	E	FX
30.65	40.32	17.74	6.45	1.61	3.23
Lecturer: Ing. Katarína Procházková, PhD., doc. Ing. Zuzana Skorková, PhD.					
Course Leader: 14.05.2022 Ing. Katarína Procházková, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21107/21	Title of course: Local finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % seminar tests, 10 % seminar project, 10 % active participation, 60 % written final exam	
Total study load (in hours): 156 hours <ul style="list-style-type: none"> • participation on the lectures 26 hours, • participation on the seminars 26 hours, • preparing for seminars 13 hours, • seminar project elaboration 13 hours, • preparing for the seminar tests 26 hours, • preparing for the final exam 52 hours) 	
Teaching results: The student is able to understand the fundamentals of local finance, the theoretical and practical aspects of local government expenditures and revenues, and the main issues of local governance. He/she can use this knowledge in the professional carrier in public administration, public management, tax advising, or as a member of local government council, NGOs etc. The student will be able to: <ol style="list-style-type: none"> 1. Knowledge and understanding <ul style="list-style-type: none"> • understand the basic principles of the functioning of self-government units in the system of public administration • identify the degree of decentralization applied in the country • assess the appropriateness of setting up the financial system of local governments • demonstrate the ability to administer local taxes and fees, as well as other relevant processes in the area of local government 2. Practical skills: <ul style="list-style-type: none"> • the ability to perform an analysis of the local government budget • the ability to calculate the amount of local taxes and fees • the ability to assess the effectiveness of local government expenditures 3. Competences: 	

- the ability to apply the acquired knowledge and skills in solving problematic tasks in the field of territorial self-government and to adopt effective and efficient solutions in the field of local public policy

Indicative content:

1. Fiscal federalism and fiscal decentralization in theory and practice
2. Introduction to local finance
3. Theoretical approaches to local finance and the size of local government
4. Local government revenues with a focus on local taxes
5. Other revenues of local government
6. Intergovernmental transfers
7. Expenditures of local government
8. Infrastructure financing at local level
9. Cost-Benefit Analysis (CBA) at the local level
10. Budget management of local government
11. Indebtedness of local self-government units
12. Financial management of local government

Support literature:

- Kitchen, H., McMillan, M., Shah, A.: Local Public Finance and Economics An International Perspective, Palgrave McMillan, 2019
- UN-HABITAT: Guide to municipal finance, Nairobi, 2009
- Gruber, J.: Public Finance and Public Policy, 5th Ed., New York: Worth Publishers, 2016
- Rosen, S. R., Gayer, T.: Public Finance, 9th Ed., McGraw Hill, 2010
- OECD statistics

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 30

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
26.67	0.0	0.0	50.0	6.67	3.33	6.67	6.67	0.0	0.0	0.0	0.0

Lecturer: Ing. Lukrécia Kováč Gerulová, PhD.

Course Leader: 26.01.2022 doc. Ing. Kornélia Beličková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21104/21				Title of course: Macroeconomics (in English language)								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present												
Number of credits: 6												
Recommended semester/trimester of study:												
Degree of study: I., II., N												
Prerequisites:												
Requirements to complete the course:												
Total study load (in hours):												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 55												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
16.36	0.0	0.0	12.73	20.0	20.0	16.36	14.55	0.0	0.0	0.0	0.0	
Lecturer:												
Course Leader: 09.04.2021 Ing. Marcel Novák, PhD.												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21043/21	Title of course: Management Decision-Making (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KM FPM/MMB21027/21-Management	
Requirements to complete the course: 20% elaboration and presentation of a semester project; 15 % written work (examples); 5% continuous assignment; 60% final exam	
Total study load (in hours): 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 13 h, semester project 26 h, preparation for the exam 65 h)	
Teaching results: Knowledge A comprehensive look at the issue of managerial decision-making with respect to current knowledge and trends in this area and with respect to the dynamics of the external and internal environment. Qualified orientation in theoretical approaches of decision-making in relation to sustainable business development. Understanding the key conceptual apparatus in relation to different types of decision-making and the different stages of the decision-making process. Acquisition of knowledge in terms of normative and descriptive theories of decision-making. Understanding the psychological aspects of decision-making in the context of behavioral economics. Understanding the interrelationships between decision-making and other management functions.. Competence <ul style="list-style-type: none"> • to use a set of knowledge about procedures, methods, techniques of decision-making in managerial practice, • identify, analyse and apply the acquired knowledge in solving decision-making problems in enterprises, • apply the tools, methods and procedures of managerial decision-making, supporting the different phases of the decision-making process and implement a quality decision, • to guide the activities of business units, teams and individuals in decision-making processes to achieve set objectives, • understand and suggest ways of rational problem solving, • combine and integrate knowledge from managerial decision-making with knowledge from related social science disciplines Skill	

- conceptually solve decision-making problems in the enterprise, identify priorities, tendencies and probabilities of development, and understand things in relation to each other,
- formulate decision problems,
- apply specific methods and procedures of managerial decision-making in practice,
- make decisions under certainty, risk or uncertainty,
- creatively generate new variants of problem solving,
- make individual, team and group decisions,
- make decisions under conditions of bounded rationality,
- use information technology in decision-making,
- model decision-making processes.

Indicative content:

Thematic definition of lectures:

1. Decision-making process and its basic elements.
2. Decision theories and rationality in decision-making.
3. Structure of the decision-making process.
4. Decision-making methods and their classification.
5. Psychological aspects of decision-making.
6. Methods of decision-making under conditions of certainty.
7. Methods of decision-making under risk conditions.
8. Methods of decision-making under uncertainty.
9. Modelling of decision-making processes.
10. Methods of operational analysis.
11. Subjects of managerial decision-making.
12. Information security of decision-making processes.
13. Expert systems in decision-making.

Thematic definition of exercises:

1. Introduction to managerial decision-making.
2. Group decision-making.
3. Definition of psychological deviance, deeper understanding of selected psychological traps.
4. Stages of the decision-making process.
5. Decision tables.
6. Methods of decision-making under conditions of certainty.
7. Methods of decision-making under conditions of certainty.
8. Methods of determining criteria weights.
9. Methods of decision-making under risk conditions.
10. Methods of decision-making under risk conditions.
11. Methods of decision-making under uncertainty.
12. Methods of operational analysis.
13. Methods of operational analysis.

Support literature:

Basic literature:

1. REMEŇOVÁ, Katarína - JANKELOVÁ, Nadežda. A Descriptive Approach to Decision Making and the Decision-Making Style. 1. Auflage. Hamburg : Verlag Dr. Kovač, 2019. Innovative Betriebswirtschaftliche Forschung und Praxis, Band 511, 139 p. ISBN 978-3-339-11218-7.

Supplementary literature:

1. PREUSCHOFF, Kerstin – MOHR, Peter N. C – HSU, Ming. Decision Making under Uncertainty. Lausanne: Frontiers Media SA, 2015, 143 s. ISBN 978-2-8891-9466-7.

2. KOCHENDERFER, J. Mykel. Decision Making Under Uncertainty: Theory and Application. Cambridge: MIT Press, 2015, 323 s. ISBN 978-0-2620-2925-4.
3. SAATY, Thomas. Fundamentals of Decision Making and Priority Theory With the Analytic Hierarchy Process. Pittsburgh: RWS Publications, 2000, 478 s. ISBN 978-1-8886-0315-6.
4. BOUYSSOU, Denis – DUBOIS, Didier – PRADE, Henri – PIRLOT, Marc. Decision Making Process: Concepts and Methods. Chichester: John Wiley & Sons, 2013, 982 s. ISBN 978-1-1186-1952-0.
5. MARTIN, N. Thomas. Smart Decisions: The Art of Strategic Thinking for the Decision Making Process. Hampshire: Palgrave Macmillan, 2016, 185 s. ISBN 978-1-1375-3700-3.

Syllabus:

Thematic definition of lectures:

1. Decision-making process and its basic elements. Definition of the concept and place of decision-making and the decision-making process in management, the connection and linkage with other managerial functions. A brief introduction to the concepts of decision-making methods and the stages of the decision-making process. Explanation of the basic decision matrix model with a focus on the requirements that must be met by a set of decisions alternatives, environmental states and consequences. Explanation of the principle of dominance with practical application.
2. Decision theories and rationality in decision-making. Normative and descriptive direction in decision-making. Factors influencing rationality in decision-making. Identifying barriers to rationality. Principles of decision-making. Classification of decision-making processes.
3. Structure of the decision-making process. Definition of the phases of the decision-making process, clarification of their meaning and different perspectives on the structure of the decision-making process.
4. Decision-making methods and their classification. Description and explanation of the use of exact, empirical and heuristic methods of decision-making. Definition of the fundamental of decision tables and the principles of their compilation. Clarifying the structure of decision tables and defining the types of decision tables.
5. Psychological aspects of decision-making. Their definition in the context of descriptive decision theories. Explanation of behavioural economics and its manifestations in decision-making processes. Definition of psychological deviations, deeper understanding of selected psychological traps. Defining intuition and the influence of emotions on decision-making.
6. Methods of decision-making under conditions of certainty. Clarifying multi-criteria decision-making. Explanation of the essence of methods of partial evaluation of variants – weighted ranking method, methods based on direct evaluation of partial utilities, method of linear partial utility functions, base variant method, PATTERN method. Explanation of methods for determining criteria weights – pairwise comparison methods, Saaty's method, Metfessel allocation and other. The fundamental and use of decision networks.
7. Methods of decision-making under risk conditions. The importance of determining the probability of future possible situations with the definition of objective or subjective probability. Clarification of the tools used in terms of risk – expected value rule, probabilistic trees, decision tree method.
8. Methods of decision-making under uncertainty. Explanation of various decision rules under conditions of uncertainty that do not require knowing the degree of probability of occurrence of environmental states – Wald's, Savage's, Hurwicz's and Laplace's rules.
9. Modelling of decision-making processes. Clarification of the phases of the modelling process and modelling tools. Classification of decision models. Defining the stages of model building.
10. Methods of operational analysis. Classification of operational analysis methods with a focus on mathematical programming, structural analysis, network analysis methods and simulation methods. Clarification of linear programming as one of the best developed and applied methods

of mathematical programming. Explanation of general linear programming and distribution problems (transport, assignment problems).

11. Subjects of managerial decision-making. Individual decision-making. Defining decision-making styles. Characteristics of team decision-making, defining the benefits of team decision-making, factors of successful team decision-making and specification of team personalities. Defining group decision-making.

12. Information security of decision-making processes. The definition of information and its need in today's dynamic environment. Clarification of information systems, their fundamentals, role and classification. Focus on management information system and decision support systems.

13. Expert systems in decision-making. Components of expert systems and their functioning. Introducing types of expert systems with a deeper analysis of diagnostic and generative expert systems.

Thematic definition of exercises:

1. Introduction to managerial decision-making. Methodology, course content, credit requirements. Relation to other subjects and other managerial functions.

2. Group decision-making. Case studies – teamwork, team tasks, their contribution in group work. Group decision making, advantages and disadvantages.

3. Definition of psychological deviance, deeper understanding of selected psychological traps – the anchoring trap, the status quo trap, the sunk cost trap, the corroborating evidence trap, the framing trap, the estimation and prediction trap. Pointing out the advantages and disadvantages of intuitive decision-making. The impact of emotions on decision-making.

4. Stages of the decision-making process. Techniques of searching for variants. Case studies – brainstorming, morphological analysis and others.

5. Decision tables. Fundamentals, types, use in practice. Construction of a specific decision table.

6. Methods of decision-making under conditions of certainty. Solving examples for single and multi-criteria decision-making under neutral and complementary relationship between objectives.

7. Methods of decision-making under conditions of certainty. Examples for multi-criteria decision-making under competing objectives. Method of goal suppression and claim level determination. Utility analysis. Methods for sub-criteria evaluation of alternatives.

8. Methods of determining criteria weights. Solving complex examples of multi-criteria evaluation of variants.

9. Methods of decision-making under risk conditions. Solving examples to apply the expected value rule and constructing decision trees.

10. Methods of decision-making under risk conditions. Constructing a probabilistic tree. Decision analysis.

11. Methods of decision-making under uncertainty. Application of individual decision rules.

12. Methods of operational analysis. Optimization methods. Solution of transport problems using the North-West corner method, the method of the tabular minimum of transport costs and Vogel's approximation method.

13. Methods of operational analysis. Network analysis. CPM and PERT method.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 83

A	B	C	D	E	FX
8.43	13.25	31.33	24.1	14.46	8.43

Lecturer: doc. Ing. Juraj Mišún, PhD.
Course Leader: 14.05.2022 prof. Ing. Nadežda Jankelová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM OF/OOA21399/21	Title of course: Management of Distribution (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40 % semester assessment (continuous control test, semester work) 60 % written exam	
Total study load (in hours): Workload: 208 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Semester project processing: 40 hours Preparation for written verification of knowledge: 26 hours Preparation for the exam: 64 hours	
Teaching results: By completing the course, students gain knowledge about the importance of decision-making in distribution and logistics, the nature and main tasks of distribution management and its connection to other processes of marketing management. They will get acquainted with the basic areas of decision-making and individual types of decisions at the acquisition and logistics level of the distribution system. They will gain an overview of the formalization of the decision-making process, its algorithmization and the application of basic decision-making criteria in the selection of the most suitable alternatives for the implementation of decisions. They will gain knowledge about decision-making in assortment policy, retail sales policy, retail localization policy, basic methods of territorial analysis of retail, criteria for evaluation of distribution channels and distributors in these channels, institutionalization of conflict management, as well as main social and partnership relations and their manifestations in distribution systems. Graduates of the course will be able to prepare and then implement the necessary decisions in the field of acquisition and logistics distribution system, will be able to evaluate the main factors affecting the implementation of these decisions, use the results of marketing analysis, plans and strategies and transform them into appropriate decisions. They will understand the importance of distribution controlling in the process of evaluating the effectiveness of decisions taken and their effectiveness. They understand a comprehensive marketing and technical-technological system for evaluating the performance of the distribution system as a whole.	

Upon successful completion of the course, students will acquire competencies that will allow them to apply in managerial positions, especially manufacturing and business enterprises, in solving the tasks of distribution management. They will apply as managers in various organizational concepts of distribution management - as distribution channel managers, product managers or customer managers. They can solve problems of strategic and operational nature in the territorial analysis of retail and the selection of a suitable location for retail. They will acquire professional flexibility and acquire a systematic, innovative and proactive approach to various situations, their evaluation and solution.

Indicative content:

The nature and tasks of distribution management. Organizational concepts of distribution management. Areas of decision-making on distribution policy. Decision-making on the acquisition and logistics distribution system. Situational analysis in distribution, distribution goals and strategies, organization of distribution system. Outsourcing in distribution and logistics. Distribution system as an economic and social system. Evaluation criteria of distribution systems. Social and partnership relations in distribution, conflicts and power in distribution systems. Distribution controlling.

Support literature:

1. DAŇO, Ferdinand – DRÁBIK, Peter – REHÁK, Róbert – VERNEROVÁ, Dominika. Distribúcia (Distribúcia v marketingu, Distribučný manažment). Bratislava: Vydavateľstvo Ekonóm, 2022. 328 s. ISBN 978-80-225-4962-2.
2. DAŇO, Ferdinand – DRÁBIK, Peter – REHÁK, Róbert – VERNEROVÁ, Dominika. Distribution (Distribution in marketing, Distribution management). Bratislava: Vydavateľstvo Ekonóm, 2024. 328 s. ISBN 978-80-225-5179-3.
3. GWYNNE, Richards. Warehouse Management: The Definitive Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse, 4th Edition. London: Kogan Page, 2021. 536 p. ISBN 978-1789668407.
4. CHRISTOPHER, Martin. Logistics and Supply Chain Management, 6th Edition. FT Publishing International, 2023. 360 p. ISBN 978-1292416182.
5. MANGAN, John – LALWANI, Chandra, CALATAYUD, Agustina. Global Logistics and Supply Chain Management 4th Edition. Wiley, 2020. 336 p. ISBN 978-1119702993.
6. RUSHTON, Alan – CROUCHER, Phil – BAKER, Peter. The Handbook of Logistics and Distribution Management: Understanding the Supply Chain, 7th Edition, Kindle Edition. London: Kogan Page, 2022. 824 p. ISBN 978-1398602045.

Syllabus:

1. Theoretical basis of distribution management. The essence, meaning, peculiarities and tasks of distribution management. Organizational concepts of distribution management.
2. Distribution in the marketing mix - mutual connections.
3. Elements and areas of decision-making on distribution policy. Basic model of decision theory in distribution decisions.
4. Situational analysis in distribution, its tasks and methods.
5. Distribution goals, distribution strategies and distribution design.
6. Deciding on the choice of corporate form of intermediaries, deciding on sales policy.
7. Deciding on site selection.
8. Decision-making on assortment policy, assortment strategies, category management.
9. Decision making on logistics. Distribution and logistics centers and their tasks.
10. Modern approaches in distribution management (ECR, Outsourcing, SCM, ...).
11. Distribution system as an economic and social system, evaluation criteria of distribution systems.
12. Social and partnership relations in distribution, conflicts and power in distribution systems.

13. Distribution controlling, functions, distribution controlling process.					
Language whose command is required to complete the course: English					
Notes:					
Assessment of courses Total number of evaluated students: 11					
A	B	C	D	E	FX
36.36	45.45	18.18	0.0	0.0	0.0
Lecturer: Ing. Michal Jankovič, PhD., Ing. Michael Šášky, PhD.					
Course Leader: 29.03.2025 prof. Ing. Ferdinand Daňo, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/MOA21149/21	Title of course: Marketing (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % continuous semester assessment 20 % semester work 60 % written exam	
Total study load (in hours): Workload: 156 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Elaboration of a semester project: 26 hours Preparation for the exam: 52 hours	
Teaching results: By completing the course, students will learn to understand the nature and importance of marketing for business and business management. They will gain knowledge about creating value for the customer and his position in the market. They understand the competition and the individual approach of business entities to it. They will get acquainted with marketing tools and main processes and their specifics. They will gain knowledge about the ways of organization in marketing within and outside the company. They will get acquainted with trends in marketing and its ethical aspects. Graduates of the course will be able to implement the necessary marketing activities, compile marketing programs and put them into practice. They understand the customer and the competition, which are the biggest source of risk and uncertainty in the business. They will learn to create and deliver value to the customer. They understand all product entities and their specific marketing concepts. They can coordinate individual marketing activities in accordance with the development of the marketing environment and competition. Upon successful completion of the course, students will acquire competencies that will enable them to apply for jobs in marketing, business and sales in all types of firms and business. They are able to interact with their customers and business partners in solving tasks and problems in business, trade and marketing. They will acquire a proactive approach to business, trade and marketing activities in a competitive environment.	
Indicative content:	

Introduction to marketing. Marketing as a concept of management and business. Concept 4P and 4C. Marketing environment. Shopping behavior of consumers and organizations. Marketing information system and marketing research. Market segmentation, target market selection and market position creation. Marketing mix - product, price, distribution, marketing communication, people. Marketing management: analysis, planning and strategy, implementation, control and decision making. Marketing as a business function, marketing outsourcing. New (holistic) marketing. Sustainable marketing. Ethics in marketing. Trends in marketing.

Support literature:

1. Blythe, J., Martin, J. Essentials of marketing. Harlow: Pearson Education, 2023, 384s. ISBN: 9781292429533
2. Green, M. C., Keegan, W. J. Global marketing. Harlow: Pearson Education, 2020, 632s. ISBN: 9781292304021
3. Wilson, A. Services Marketing: Integrating Customer Service Across the Firm. New York: McGraw Hill, 2020, ISBN: 9781526847805

Syllabus:

1. Marketing - concept, essence, main concepts. 4 P and 4C. Creating value for the customer. Origin and development of marketing. Criticism of marketing. Marketing and other business, enterprise and management disciplines.
2. Marketing environment. External environment. Internal environment. International and global environment.
3. The final consumer market and consumer behavior.
4. Market of organizations and consumer behavior of organizations.
5. Marketing information system. Marketing research.
6. Market segmentation. Selection of target groups. Creating a market position.
7. Product - concept and essence. Product levels. Product life cycle. New product development. Other product entities - services, people, places, ideas and organizations and their marketing concepts.
8. Price in marketing - concept and essence. Price modifications and strategies.
9. Distribution and logistics. Retail. Wholesale. Reverse distribution and logistics. Distribution strategies.
10. Integrated marketing communication. Communication mix tools. Modern tools of marketing communication.
11. Marketing management - analysis, planning, implementation and control. Organizing and making decisions. Modern marketing metrics.
12. Marketing as a corporate function and its organization in the company. People destined for marketing performance. Marketing outsourcing. Marketing in non-profit organizations.
13. Trends in marketing. New (holistic) marketing. Sustainable marketing and corporate social responsibility. Ethics in marketing.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 117

A	B	C	D	E	FX
55.56	17.95	19.66	5.13	0.0	1.71

Lecturer: doc. Ing. Milan Oreský, PhD., Ing. Michal Jankovič, PhD.

Course Leader: 30.03.2025 doc. Ing. Peter Drábik, PhD., MSc.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM OF/OOA21392/21	Title of course: Marketing (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % continuous semester assessment 20 % semester work 60 % written exam	
Total study load (in hours): Workload: 208 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Elaboration of a semester project: 26 hours Preparation of literary research: 19 hours Preparation for written verification of knowledge: 20 hours Preparation for the exam: 65 hours	
Teaching results: By completing the course, students will learn to understand the nature and importance of marketing for business and business management. They will gain knowledge about creating value for the customer and his position in the market. They understand the competition and the individual approach of business entities to it. They will get acquainted with marketing tools and main processes and their specifics. They will gain knowledge about the ways of organization in marketing within and outside the company. They will get acquainted with trends in marketing and its ethical aspects. Graduates of the course will be able to implement the necessary marketing activities, compile marketing programs and put them into practice. They understand the customer and the competition, which are the biggest source of risk and uncertainty in the business. They will learn to create and deliver value to the customer. They understand all product entities and their specific marketing concepts. They can coordinate individual marketing activities in accordance with the development of the marketing environment and competition. Upon successful completion of the course, students will acquire competencies that will enable them to apply for jobs in marketing, business and sales in all types of firms and business. They are able to interact with their customers and business partners in solving tasks and problems in business, trade and marketing. They will acquire a proactive approach to business, trade and marketing activities in a competitive environment.	

Indicative content:

Introduction to marketing. Marketing as a concept of management and business. Concept 4P and 4C. Marketing environment. Shopping behavior of consumers and organizations. Marketing information system and marketing research. Market segmentation, target market selection and market position creation. Marketing mix - product, price, distribution, marketing communication, people. Marketing management: analysis, planning and strategy, implementation, control and decision making. Marketing as a business function, marketing outsourcing. New (holistic) marketing. Sustainable marketing. Ethics in marketing. Trends in marketing.

Support literature:

1. Hanuláková, E. a kol. Marketing – ľudia, nástroje, trendy. Bratislava: Wolters Kluwer, 364s. ISBN: 978-80-571-0438-4
2. Blythe, J., Martin, J. Essentials of marketing. Harlow: Pearson Education, 2023, 384s. ISBN: 9781292429533
3. Green, M. C., Keegan, W. J. Global marketing. Harlow: Pearson Education, 2020, 632s. ISBN: 9781292304021
4. Wilson, A. Services Marketing: Integrating Customer Service Across the Firm. New York: McGraw Hill, 2020, ISBN: 9781526847805

Syllabus:

1. Marketing - concept, essence, main concepts. 4 P and 4C. Creating value for the customer. Origin and development of marketing. Criticism of marketing. Marketing and other business, enterprise and management disciplines.
2. Marketing environment. External environment. Internal environment. International and global environment.
3. The final consumer market and consumer behavior.
4. Market of organizations and consumer behavior of organizations.
5. Marketing information system. Marketing research.
6. Market segmentation. Selection of target groups. Creating a market position.
7. Product - concept and essence. Product levels. Product life cycle. New product development. Other product entities - services, people, places, ideas and organizations and their marketing concepts.
8. Price in marketing - concept and essence. Price modifications and strategies.
9. Distribution and logistics. Retail. Wholesale. Reverse distribution and logistics. Distribution strategies.
10. Integrated marketing communication. Communication mix tools. Modern tools of marketing communication.
11. Marketing management - analysis, planning, implementation and control. Organizing and making decisions. Modern marketing metrics.
12. Marketing as a corporate function and its organization in the company. People destined for marketing performance. Marketing outsourcing. Marketing in non-profit organizations.
13. Trends in marketing. New (holistic) marketing. Sustainable marketing and corporate social responsibility. Ethics in marketing.

Language whose command is required to complete the course:

English

Notes:**Assessment of courses**

Total number of evaluated students: 20

A	B	C	D	E	FX
40.0	35.0	15.0	0.0	10.0	0.0
Lecturer: Ing. Katarína Chomová, PhD., Ing. Michael Šášky, PhD.					
Course Leader: 30.03.2025 doc. Ing. Peter Drábik, PhD., MSc.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMr OF/OOA21396/21	Title of course: Marketing Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: - 20 % - continuous semester evaluation - 20 % - semester seminar project - 60 % - written exam	
Total study load (in hours): - Workload: 208 hours - Attendance at lectures: 26 hours - Participation in seminars: 26 hours - Preparation for seminars: 26 hours - Processing of the semester project: 26 hours - Preparation of literary research: 19 hours - Preparation for written knowledge verification: 20 hours - Exam preparation: 65 hours	
Teaching results: By completing the course, students gain knowledge about the essence of marketing management and its position within other managerial disciplines and processes in the company. They get to know individual stages and tools of marketing management, the process of marketing management and specific management systems that are related to management processes in marketing. They will gain knowledge about the positions of marketing manager and marketing controller as carriers of processes, tools and systems of marketing management and about their professional flexibility. They will become familiar with the possibilities and conditions of using artificial intelligence and other intelligent systems in the process of marketing management. Graduates of the subject will be able to implement the necessary marketing analyses, compile marketing predictions and plans and put them into practice. They learn to predict differently marketing situations, evaluate the effectiveness of marketing operations, programs and tasks and control them. They understand comprehensive marketing performance evaluation systems of the enterprise. I can coordinate individual departments in the company from the point of view of key elements of business and managerial activities, i.e. j. customers and competitors and participate in projects of different focus. They will learn to use relevant modern intelligent systems in the process of marketing management.	

By successfully completing the course, students will acquire competencies that will enable them to apply for managerial positions in all types of businesses, when solving tasks of marketing and of a managerial nature, as well as in the field of work with human and other available company resources on the basis of adequate managerial communication, flexible organization and the application of appropriate decision-making styles with regard to the sustainability and social responsibility of marketing and management activities of companies. I can solve problems of a strategic and operational nature. They will acquire professional flexibility and adopt a systematic, innovative and proactive approach to various business and managerial situations, their evaluation and solution. They can use artificial intelligence and other modern intelligent systems in the process of marketing management.

Indicative content:

Marketing management and strategic marketing management. The process and stages of marketing management. Marketing analyses. Marketing planning, strategic marketing plan. Marketing strategy and marketing program as part of marketing plan. Marketing implementation: process, internal marketing, corporate culture, human resources, implementation tools. Marketing control/controlling: types of marketing control, strategic and operative marketing controlling, Organization and decision-making as a function of marketing management. Marketing controller and marketing manager and their professional competences. Process approach in marketing management and its tools. Modern approaches and intelligent systems used in marketing management.

Support literature:

1. Hanuláková, E., Oreský, M. Marketingový manažment. (The textbook is in the process of preparation, it will be published by GRADA SK publishing house in 2025).
2. Hanuláková, E., Čvirik, M. Marketingový manažment. Bratislava: Vydavateľstvo EKONÓM, 2021. 129 s. ISBN 978-80-225-4886-1.
3. Jakubíková, D., Janeček, P. Strategický marketing. Strategie a trendy. Praha: Vydavateľstvo GRADA Publishing, 2023. 432 s. ISBN 9788027137220.
4. Thaichon, P., Quach, S. Artificial Intelligence for Marketing Management. London: Routledge, 2024. 218 pp. ISBN 9781032248493.
5. Kotler, P., Keller, K., Chernev, A. Marketing Management. Global Edition Paperback – International Edition, London: Pearson, 2021. 608 pp. ISBN 978-1292404813 ↑
6. Hollensens, S. Marketing Management. A relationship approach. London: Pearson, 2019. 728 pp. ISBN 9781292291444.

Syllabus:

1. Introduction to marketing management - concept, essence, origin and present. Strategic marketing management. Trends in marketing management and strategic marketing management.
2. Marketing management process. Stages of marketing management. Marketing manager as the bearer of the marketing management process.
3. Marketing analysis - concept, essence, types and meaning. SWOT analysis and SWOT synthesis.
4. Strategic situation analysis, industry analysis. Business portfolio analysis – BCG matrix and its modification. GE nut. Other portfolio approaches.
5. Marketing planning and strategic marketing planning. Marketing plan and marketing strategy. Marketing program.
6. Implementation of the marketing plan and marketing program as a stage of marketing management. Tools for implementing marketing activities into practice.
7. Organizing as part of marketing management. Marketing organization - in house, outsourcing.
8. Marketing control and marketing controlling. Types of marketing control. Levels of marketing controlling – strategic and operational. Marketing controller and his cooperation with the marketing manager.

9. Decision-making in marketing management - types and levels. Decision-making as a specific competence of a marketing manager.
10. Process approach and its use in marketing management. Process – concept, essence and types. Types of processes in marketing management.
11. Process approach tools in marketing management. Process map and its use in marketing management.
12. Modern management approaches in marketing management. Benchmarking and marketing management. Balanced Scorecard and marketing management.
13. Marketing management, artificial intelligence and modern intelligent systems.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 26

A	B	C	D	E	FX
57.69	23.08	15.38	3.85	0.0	0.0

Lecturer: Ing. Martin Mravec, PhD.

Course Leader: 29.03.2025 prof. Ing. Eva Hanuláková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMO OF/OOB21147/21	Title of course: Marketing in the International Environment (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 4 Per course: 26 / 52 Method of study: present	
Number of credits: 8	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 10 % - participation in seminars; 30 % - semester coursework and its presentation; 60 % - final exam	
Total study load (in hours): Total: study load 8 credits x 26 h = 208 h Attendance at lectures: 26 hours Attendance at seminars: 52 hours Individual preparation for seminars: 40 hours Preparation of semester coursework: 40 hours Preparation for the final exam: 50 hours	
Teaching results: Students will possess following abilities: - Understanding of the key role that international marketing plays in creating a competitive advantage for companies on the international level. - Identify key economic, political, legal, socio-demographic and technological factors that influence the rapidly changing macroeconomic environment of companies, which must respond promptly and optimally to these changes. - Understand the significant influence of the cultural environment and other so-called soft factors for shaping of an international marketing strategy. - Understand flexibility of the HR policy and a corporate structure needed to apply a successful global strategy and identify the importance of HR management at various levels of an internationally operating company (growing importance of attributes in the microenvironment of businesses). Students will obtain following skills: - Gain insight into current global marketing challenges and specific challenges faced by marketing managers in a dynamic global environment. - Gain relevant knowledge of the global macroenvironment in its economic, cultural, social, political, legal and technological dimensions as well as knowledge of how to use changes in the macro environment to make the right marketing decisions. - Discuss the growing importance of individual elements of the marketing mix and their connection with new technologies in the field of the product, distribution and especially communication	

policy: Internet-related technologies and online social networks, their role in the global market and challenges of these phenomena.

- Familiarity with key global social issues of the macroenvironment and microenvironment, including environmental issues, ethics and the Corporate Social Responsibility, identification and ability to respond to technological change, to transform the knowledge into relevant decisions on changes in individual phases of an international marketing strategy.

Students will gain following competences:

- In the framework of the macroenvironment, perform analyses related to current internationally recognised studies as well as databases, and optimally respond to their impact in the process of creating and implementing international marketing strategies.

- Develop strategic thinking in terms of current complex issues and challenges in the context of learning how to develop leadership skills needed to address uncertainties and changes faced by today's global marketers.

- Develop understanding of analysing intercultural aspects, effects of sustainable development, application of ethical and moral principles in the management of businesses and an optimal response to their impact in the process of creation and application of an international marketing strategy.

- Present, clearly communicate, argue and critically evaluate acquired knowledge in terms of an optimal and creative application of an international marketing strategy.

Indicative content:

Importance of international marketing in increasing competitiveness of companies operating on international markets. Complex characteristics of the international environment, analyses and relevant identification of key macro and micro factors of international markets, followed by an assessment of their implications for optimisation-oriented changes in international marketing strategies of companies in terms of marketing programmes (marketing mix) in the dynamic global environment. Detailed focus on how to create an international marketing strategy, or key elements of the marketing mix also with respect to sustainable development - Corporate Social Responsibility, the impact of intercultural aspects, technological changes and other factors of the current international macroenvironment and microenvironment of businesses.

Support literature:

1. CATEORA, Philip. International Marketing. New York: McGraw-Hill Education, 2023. 736 p. ISBN 9781266151637.
2. CZINKOTA Michael, R. International Marketing. Cengage Learning, 2022. 720 p. ISBN 9780357445129.
3. FERENČÍKOVÁ, Soňa et al. The value of reverse knowledge transfer: Case of Austrian Bank subsidiary in Slovakia. In: Journal of Eastern European and Central Asian Research, St. Louis, Missouri, Vol.10 No.5, pp. 764 – 772, 2023. ISSN 2328-8272, E-ISSN 2328-8280.
4. FERENČÍKOVÁ, Soňa. Reverse knowledge transfer from Central to Western Europe: Selected Case Studies In: Journal of Eastern European and Central Asian Research, St. Louis, Missouri, Vol.7 No.1, pp. 1-11, 2020. ISSN 2328-8272, E-ISSN 2328-8280.
5. Understanding Careers Around the Globe: FERENCIKOVA, Sonia, Ch. 22, pp. 203 – 213, Edward Elgar 2023. 250 p. ISBN 987-1-0353-0840-8.
6. WEF. The Global Risks Report. Online. Geneva: World Economic Forum, 2024. ISBN: 978-2-940631-64-3. Available at: <https://www.weforum.org/publications/>

Syllabus:

1. Introduction into international marketing (IM), its definitions, role, fundamental concepts, forms and key theoretical approaches to internationalisation of business.
2. Variety of marketing concepts (E.P.R.G. concept).
3. Standardisation versus adaptation and selected IM strategies.
4. International marketing environment and its latest developments.

5. Microenvironment levels and methods of assessment.
6. Macroenvironment levels and methods of assessment.
7. Intercultural environment and methods of its assessment.
8. Sustainability-oriented marketing in terms of the Corporate Social Responsibility.
9. Analysis identifying opportunities for application of a marketing strategy by companies on international markets: segmentation of international markets; SWOT analysis (strengths, weaknesses, opportunities and threats), marketing planning.
10. Identification of the entry method for companies entering international markets and related forms of ownership.
11. International marketing programme – international marketing mix - Product policy, - Pricing policy.
12. International marketing programme – international marketing mix - Communication policy, - Distribution policy.
13. HR policy – its role and specific features in companies operating internationally.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 37

A	B	C	D	E	FX
10.81	59.46	8.11	5.41	2.7	13.51

Lecturer: prof. Ing. Soňa Ferenčíková, PhD., Ing. Daniel Krajčík, PhD., Ing. Marek Petrovič

Course Leader: 31.03.2025 prof. Ing. Soňa Ferenčíková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21103/21				Title of course: Microeconomics								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present												
Number of credits: 6												
Recommended semester/trimester of study:												
Degree of study: I., II., N												
Prerequisites:												
Requirements to complete the course:												
Total study load (in hours):												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 24												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
16.67	0.0	0.0	33.33	25.0	12.5	12.5	0.0	0.0	0.0	0.0	0.0	
Lecturer:												
Course Leader: 09.04.2021 prof. Ing. Anetta Čaplánová, PhD.												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC210236/21	Title of course: Microeconomics (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English)	
Requirements to complete the course: 40 % semester work, 60 % combined examination	
Total study load (in hours): 182 h (Lectures participation 26 h, active seminar participation 26 h, preparing for the seminar 30 h, preparing for mid-term test 36 h, preparing for final exam 64 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Acquisition of systematic knowledge of microeconomic analysis and microeconomic models in the decision making of market subjects (individuals, firms and government) • Developing of knowledge and understanding of goods and services market, production input markets as well as market failures in the form of different market structures. Competence: <ul style="list-style-type: none"> • Analyzing of microeconomic market functioning, market equilibrium and exchange. • Knowledge acquirement of consumer behavior and utility theory, as well as firm behavior, output of production and costs. • Different types of market structure analyzing (perfect competition, oligopoly, monopoly). • Perfect and imperfect competition market subject's behavior analyzing. • Microeconomic principle effective application in company's decision making. Skill: <ul style="list-style-type: none"> • Identify and establish economic equilibrium on national and international markets. • Determine optimal consumption strategy of consumer's that provides maximum utility within the consumer's income. • Determine individual demand function and identify demand sensitivity on changes of external parameters. • Determine the firm's supply volume and price per unit of production in context of profit maximization on perfect competitive, monopoly or oligopoly market. • Determine the maximum volume of production at given prices of production factors and given total cost level, as well as determine the minimum cost for a given volume of production and price of production inputs. 	
Indicative content:	

Thematic definition of lectures:

1. Introduction to microeconomics
2. Demand and supply on the goods and services market
3. Consumer's theory part I – consumer's preferences
4. Consumer's theory part II – optimal consumption strategy
5. Consumer's demand analysis and concept of demand elasticities
6. Production theory part I – Production function with one variable input
7. Production theory part II – Production function with more variable input
8. Cost theory
9. Perfectly competitive market part I – Introduction in competitive markets
10. Perfectly competitive market part II – Perfect competitive market application
11. Monopoly – Characteristics and application of the monopoly market structure
12. Oligopoly part I – Definition of oligopoly markets
13. Oligopoly part II – Oligopoly model's application and comparison

Thematic definition of exercises:

1. Familiarization of students with the system of work on the exercises, with the required literature, conditions for successful completion of the course.
2. Identification of requirements for the economic system, creation of equilibrium in the market of goods and services, analysis of market equilibrium in changes of exogenous influences on demand and supply.
3. Interpretation of total and marginal utility functions, construction of indifference curves and their properties, identification of consumer preference properties for different types of utility functions, calculation and interpretation of the marginal rate of consumer substitution and its link to consumer preferences.
4. Calculation and interpretation of the consumer's optimal consumption strategy in multiple goods consumption, using of the concept of marginal utility in the search for the optimal consumption strategy, changing in consumer decision making when exogenous variables (prices and income) changes.
5. Derivation of the price-consumption (PCC), income-consumption (ICC) and Engel curves (EC) from individual consumer demand. Calculating and interpreting own-price, cross-price and income elasticities of demand.
6. Production function with one variable input.
7. Solving case studies for production functions with two variable inputs - the importance of minimizing the cost of a given volume of output, maximizing output at a given level of cost spent on inputs, maximizing profit with respect to inputs in the production process.
8. Identification of the short-run cost of output from the production function.
9. Case studies to determine the firm's profit-maximizing output volume in a perfectly competitive market, identify the firm's short- and long-run supply, determine the price at which the firm stops production, at which it makes a profit, and at which it stays in the market even at a loss.
10. Solving a case study aimed at calculating the equilibrium point in a perfectly competitive market before and after different types of government intervention.
11. Graphical and analytical solution of short- and long-term price and quantity of a monopoly firm.
12. Case studies focusing on Cournot and Stackelberg oligopoly equilibria.
13. Identification of the Bertrand equilibrium and its comparison with the Cournot equilibrium.

Support literature:

Basic literature:

1. BESANKO, D. – BRAEUTIGAM, R. R. (2013). Microeconomics. (4th ed.) John Wiley & Sons, 2013. 816s. ISBN 978-1-118-57227-6.
2. STEPHEN, M. Advanced Industrial Economics. 2nd edition. Wiley-Blackwell, 2001. 552 p. ISBN 978-0-631-21757-2.

Supplementary literature:

1. VARIAN, H. R. Intermediate Microeconomic A modern approach. New York: Norton, 2010. ISBN 978-0-393-93424-3
2. NICHOLSON, W. – SNYDER. Ch. M.: Microeconomic Theory: Basic Principles and Extensions. Boston: South-Western College Pub, 2012. 782s. ISBN 978-111-1-52553-8
3. BASS, F. M. - KIRSHNAN, V. - JAIN, D. C. 1994. Why the Bass Model Fits Without Decision Variables. In: Marketing Science. 1994, vol. 13, pp 1319 – 1333, 1999
4. DODDS W. 1973. An application of the Bass model in long-term new product forecasting. In: Journal of Marketing Research, 1973, vol 10, August, 308-311.
5. HSIAO, J. PO-HSUN – JAW, CH. – HUAN, TZUNG-CHENG. 2009. Information diffusion and new product consumption: A Bass model application to tourism facility management. In: Journal of Bussiness Research, 2009, Vol. 62, pp. 690 – 697
6. SCHIFFMAN, L. G. - KANUK, L. L. - HANSEN, H. Consumer behaviour: A European Outlook. Essex: Pearson Education Limited. 2008
7. KINTLER, J. - GRISÁKOVÁ, N.. Demand Factors Analysis of the Pharmaceutical Products Consumption In Slovakia. In Ekonomika a manažment : vedecký časopis Fakulty podnikového manažmentu Ekonomickej univerzity v Bratislave. - Bratislava : Fakulta podnikového manažmentu Ekonomickej univerzity v Bratislave, 2018. ISSN 2454-1028, 2018, roč. 15, č. 1, s. 31-40.

Syllabus:

Thematic definition of lectures:

1. Introduction to microeconomics

Definition of the basic conceptual apparatus of Microeconomics, explanation of contrast of the two main branches of economics – microeconomics and macroeconomics. Describing the three main analytical tools of microeconomic analysis – constrained optimization, equilibrium analysis and comparative statistics. The lecture also includes explanation of the difference between positive and normative analysis as well as examples based on real market conditions for all the concepts and tool presented.

2. Demand and supply on the goods and services market

Describing of three building blocks of supply and demand analysis – demand curves, supply curves and the concept of market equilibrium. Analyzing how changes in exogenous variables shift the demand and supply curves and thus change the equilibrium price and quantity.

3. Consumer's theory part I – consumer's preferences

Introduction to consumer's decision making. Explanation of basic assumptions about consumer preferences: preference are complete, transitive, more is better, as well as utility function construction. Cardinal and ordinal ranking of preferences. Application of utility function and marginal utility in the analysis of consumer's preferences for single and multiple goods consumption. The concept of the marginal rate of substitution and its use in consumer's preference analysis.

4. Consumer's theory part II – optimal consumption strategy

Consumer's constraints on the field of utility maximization. Construction and importance of budget constraint, factors influencing the shift and slope of budget constraint, identification of consumer's basket which are permissible in the field of consumer's budget. Linking consumer's utility and budget constraint in the design of an optimal consumption strategy, its calculation and graphic interpretation. Derivation of the individual demand function.

5. Consumer's demand analysis and concept of demand elasticities

The impact of changes in exogenous variables (prices and income) on optimal consumer's strategy. Derivation, interpretation and meaning explanation of the Price-Consumption Curve (PCC), Income-Consumption curve (ICC) and Engel Curve (EC). Explanation of the concept of elasticity, computation of price, cross-price and income elasticities and their relevance to decision

making. Explanation how price elasticity of demand is related to total revenue. Describing the factors influencing the elasticity of demand, indicating why the short-run price elasticities of demand may differ from the long-run price elasticity of demand.

6. Production theory part I – Production function with one variable input

Explanation of short and long-run time period in the field of fix and variable production inputs. Productions technologies and production functions definition. Identification and definition of total, marginal and average production with one variable production input. Describing the relations between these functions. The concept of diminishing marginal returns, identification of the three stage of production and their importance in deciding about level of variable input used in production process.

7. Production theory part II – Production function with more variable input

Describing the production function with two variable input, demonstrating how a production function with two variable inputs can be represented by isoquants. Properties of production isoquants, and their derivation from production function. An explanation of both the marginal rate of technical substitution and its relation to the marginal product of variable input. Derivation and meaning of the isocost line, influence of exogenous variables on the isocost line. Optimization of variable production input in the field of output maximization, cost minimization and profit maximization.

8. Cost theory

Identifying and application of different cost concepts that figure in a firm's decision making, including explicit versus implicit costs, opportunity costs, economic versus accounting costs, and sunk versus nonsunk costs. The difference between the long-term and short-term costs, their interconnection and the relationships between them. Linking the costs on production inputs, production function and total cost function. Pointing out and explaining the difference between average and marginal costs, identifying the economies of scales.

9. Perfectly competitive market part I – Introduction in competitive markets

Explaining both the conditions of competitive market structure and consequences of its failure. Profit maximization in a perfectly competitive market, determination of the price from which the firm makes a profit, loss and stops its production together with graphical interpretation of the above situations. Derivation of the firm's individual supply function and formation of the market supply. Demonstration the link between consumer theory, theory of the firm and equilibrium in a perfectly competitive market.

10. Perfectly competitive market part II – Perfect competitive market application

An analysis of the consequences of different types of government intervention in a perfectly competitive market. Clarification of the concept of producer's surplus, consumer's surplus, deadweight loss and reallocation of resources following different types of government inventions.

11. Monopoly – Characteristics and application of the monopoly market structure

Characteristics of monopoly market, explanation how a monopoly chooses output (and price) from short and long run in maximizing its profit. Determination of monopoly output volume (and price) in case of government regulation of monopoly – taxation of monopoly by sales tax, production volume tax and profit tax. Price differentiation of monopoly – its meaning and forms. Expression of the monopoly equilibrium point through the relationships between market price, marginal revenue and elasticity of demand – the Amonos-Robinson relationship. Comparison of a perfectly competitive market and a monopoly market.

12. Oligopoly part I – Definition of oligopoly markets

Describing the conditions that characterize different types of market structures, including oligopoly markets, dominant firm markets, and monopolistically competitive markets. Explanation of importance and derivation of reaction functions in duopolist profit maximization. Cournot's oligopoly model – its characteristics, meaning, solution and graphical interpretation via reaction functions and iso-profit curves. Stackelberg's oligopoly model in the case of

quantitative leadership of one of the firms operating in the market, identification of Stackelberg's disequilibrium.

13. Oligopoly part II – Oligopoly model's application and comparison

Describing the oligopoly price competition when each firm chooses a profit-maximizing price, given the price set by the other firm. Bertrand model of oligopoly – its construction, advantages, disadvantages, identification of Bertrand equilibrium in the case of homogeneous production of oligopolists. Oligopoly equilibrium in the case of price leadership. Comparison of Cournot, Bertrand and Stackelberg oligopoly equilibria.

Thematic definition of exercises:

1. Familiarization of students with the system of work on the exercises, with the required literature, conditions for successful completion of the course. Part of the exercise is also a repetition of basic mathematical concepts, relations and principles that will be necessary for the creation of microeconomic analyses during the semester.
2. Identification of requirements for the economic system, creation of equilibrium in the market of goods and services, analysis of market equilibrium in changes of exogenous influences on demand and supply. Foreign exchange possibilities, conditions for export and import of goods, derivation of export and import function, equilibrium in the international market.
3. Interpretation of total and marginal utility functions, construction of indifference curves and their properties, identification of consumer preference properties for different types of utility functions, calculation and interpretation of the marginal rate of consumer substitution and its link to consumer preferences.
4. Calculation and interpretation of the consumer's optimal consumption strategy in multiple goods consumption, using of the concept of marginal utility in the search for the optimal consumption strategy, changing in consumer decision making when exogenous variables (prices and income) changes. Possibilities of deriving the individual consumer demand curve, its interpretation and importance in the formation of market demand. The impact of the introduction of taxes and subsidies on the optimal consumption strategy.
5. Derivation of the price-consumption (PCC), income-consumption (ICC) and Engel curves (EC) from individual consumer demand. Calculating and interpreting own-price, cross-price and income elasticities of demand. Identifying the type of demand and goods based on the elasticity values and the shape of the demand function, PCC, ICC and EC curves. Demonstration of the linkage and dependence of the shapes of the above curves and demand elasticities.
6. Production function with one variable input. Derivation and interpretation of the total, marginal and average production function of a variable input. Interpretation and calculation of the elasticity of production, the relationship between its value and the three stages of production. A case study focusing on the path of total, marginal and average variable production input, their graphical representation, identification of increasing, diminishing marginal returns, diminishing total returns and the three stages of production, their interpretation and importance in firm decision making.
7. Solving case studies for production functions with two variable inputs - the importance of minimizing the cost of a given volume of output, maximizing output at a given level of cost spent on inputs, maximizing profit with respect to inputs in the production process. Interpretation, meaning and calculation of returns to scale for different types of production functions. Comparison of some special types of production functions used in microeconomic analysis - linear, Cobb-Douglas, Leontief production function and production function with constant elasticity of substitution.
8. Identification of the short-run cost of output from the production function. Explaining the progression and deriving the shapes of a firm's average and marginal costs. Solving a case study focusing on a firm's short-run costs, identifying the relationship between returns to scale and long-run costs. Identifying opportunities for economies of scale for different cost functions.

9. Case studies to determine the firm's profit-maximizing output volume in a perfectly competitive market, identify the firm's short- and long-run supply, determine the price at which the firm stops production, at which it makes a profit, and at which it stays in the market even at a loss. Explaining the reasons and causes for staying in the market even if it makes a loss. Determination of the equilibrium quantity of output supplied to the market by an individual firm and the volume of output at the market level.
10. Solving a case study aimed at calculating the equilibrium point in a perfectly competitive market before and after different types of government intervention. Calculation of producer, consumer surplus and deadweightloss, demonstration of resource reallocation and evaluation of the effectiveness of government intervention in market equilibrium. Graphical interpretation of the analyzed problems.
11. Graphical and analytical solution of short- and long-term price and quantity of a monopoly firm. Equilibrium point of monopoly in the case of sales tax, production volume tax and profit tax. Share of monopoly and consumers in government tax revenues. Calculation of the monopoly's output when price differentiation is applied. Comparison of perfectly competitive and monopoly markets.
12. Case studies focusing on Cournot and Stackelberg oligopoly equilibria. Derivation of response functions of oligopolistic firms, computation of profit maximizing output of oligopolists in both types of equilibria, identification of Stackelberg equilibrium and equilibrium in the case of collusive behavior of oligopolists.
13. Identification of the Bertrand equilibrium and its comparison with the Cournot equilibrium. Explaining and showing why and how the Bertrand and Cournot equilibria differ. Identifying the equilibrium in an oligopolistic market with a dominant firm.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 71

A	B	C	D	E	FX
30.99	28.17	18.31	9.86	5.63	7.04

Lecturer: doc. Ing. Nora Grisáková, PhD., Ing. Radka Lešková, PhD., Ing. Vladimír Hojdík, PhD.

Course Leader: 14.05.2022 doc. Ing. Nora Grisáková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KBaMF NHF/ NNC21053/21	Title of course: Monetary Theory and Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 10% teamwork 20% midterm 70 % final written exam Passing the course is conditioned by obtaining at least 51% of the points set for the active form of teaching and at the same time at least 51% of the points set for the exam.	
Total study load (in hours): Total study load (in hours): 26 hours - lectures attendance 26 hours - seminars attendance 13 hours - preparation for seminars 15 hours - preparation for teamwork 25 hours - preparation for midterm 51 hours - preparation for final written exam	
Teaching results: By completing this course the student should gain the following knowledge, competences and skills: a) to demonstrate the knowledge of complex terminology of monetary policy b) to understand theoretical background in the area of money demand and supply, money balance, institutional, strategical and operational framework of monetary policy c) to communicate on professional level about monetary affairs d) to demonstrate the ability to create own opinion on monetary development and to take critical stance to real development e) to demonstrate the creativity in proposing the solutions f) to find interconnections between monetary policy and other elements of economic policy g) to be able to absorb the newest knowledge in monetary theory and policy and to expand own possibilities of rational thinking about the monetary development in the global economy h) to demonstrate the ability to work in team i) to select and to use appropriate techniques and research methods j) to be able to collect, to select and to analyze data k) to take critical stance towards own results as well as to the results of other researchers	

<p>l) to formulate understandable and compelling presentations of own results</p> <p>m) to demonstrate creativity and intellectual curiosity in this specialisation and to utilize them in following study or research</p>
<p>Indicative content:</p> <ol style="list-style-type: none"> 1. Theoretical and empirical definition of money – characteristics of money and currency, types of money, internal and external purchasing power of money, teoretical definition of money, empirical definition of money, monetary aggregates 2. Money demand theories – traditional and modern theories 3. Money supply – sources and usage of monetary base, creation of money supply, process of money multiplication 4. Money balance and flation as violation of money balance – definition of money balance, different types of inflation, deflation and their consequences on monetary policy, measurement of inflation - CPI, HICP, deflator of GDP, inflation targeting 5. Goals, types and rules of monetary policy 6. Strategies of monetary policy – basic, modified and modern transmission mechanisms – monetaristic, interest rate, foreign exchange rate transmission mechanisms, financial accelerator, GDP gap, inflation targeting and modern transmission mechanisms 7. Conventional and unconventional monetary policy 8. Position of central banks in market economy with application on ECB, FRS, BOJ and BOE – independence, functions and goals of central banks 9. Teoretical definition of monetary tools funcionality – direct and indirect monetary tools 10. Monetary tools of Eurosystem, FRS, BOJ and BOE 11. Monetary and foreign exchange policy – foreign exchange interventions, management of foreign exchange economy, importance of foreign exchange reserves 12. Central bank and supervision of financial system in relation to financial stability 13. Relationship between monetary and fiscal policy – public debt and deficit in terms of monetary theory and policy, coordination of monetary and fiscal policies in EU and in the world
<p>Support literature:</p> <ol style="list-style-type: none"> 1. Kotlebová, J. – Sobek, O.(2007) Menová politika – stratégie, inštitúcie a nástroje. Bratislava: Iura Edition 2007, ISBN 978-80-8078-092-0 2. Revenda, Z. (2011) Centrální bankovníctví. Management Press 2011, ISBN 978-80-7261-230-7 3. Revenda, Z. a kol. (2011) Peňažní ekonomie a bankovníctví. Management Press 2011, ISBN 978-80-7261-240-6 4. Jílek, J. (2004) Peníze a měnová politika. Praha: Grada Publishing 2004, ISBN 80-247-0769-1 5. Mishkin, F. S. (2012) The Economics of Money, Banking, and Financial Markets. Scott, Foresman and Company 2012, ISBN 978-01-3277-024-8 6. Eatwell, J. - Milgate, M. – Newman, P. (1989) Money. The Macmillan Press Limited 1989, ISBN 978-0-393-95851-5 7. Croushore, D. (2011) M&B. South Western, 2011ISBN 978-11-1182-335-1 8. Handa, J.(2009) Monetary Economics. London: Routledge 2009, ISBN 978-04-1577-210-5 9. Set of case studies provided to students before each seminar
<p>Syllabus:</p>
<p>Language whose command is required to complete the course:</p> <p>english language</p>
<p>Notes:</p>
<p>Assessment of courses</p> <p>Total number of evaluated students: 52</p>

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	9.62	7.69	17.31	44.23	21.15	0.0	0.0	0.0	0.0
Lecturer: doc. Ing. Jana Kotlebová, PhD.											
Course Leader: 19.02.2025 doc. Ing. Jana Kotlebová, PhD.											

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND21112/21	Title of course: National Accounts
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KHP NHF/NND21111/21-Economic Policy	
Requirements to complete the course: Full-time: Class activity, continuous written assignment and final seminar work 40 %. Written exam 60 %.	
Total study load (in hours): Full-time (Applied Economics): Total study load 156 hours Of which: Lectures 26 hours, Seminars 26 hours, Preparing for seminars 13 hours, Semester assignment 13 hours, Preparing for evaluations during the semester 26 hours, Final exam preparation 52 hours Full-time (Public Policy Managemet): Total study load 156 hours Of which: Lectures 22 hours, Seminars 22 hours, Preparing for seminars 21 hours, Semester assignment 13 hours, Preparing for evaluations during the semester 26 hours, Final exam preparation 52 hours	
Teaching results: Knowledge - presentation of economic relations using graphical and mathematical tools in MS Excel based on data on national accounts provided by Eurostat - creation of meaningful interpretations of monitored macroeconomic indicators created by combination of various variables in the system of national accounts - being familiar with the used data and realizing their advantages and limitations - current prices, international comparison, role of proxy variables in economic analysis Competence - ability to analyze and verify economic knowledge on real macroeconomic data with use of seminar paper for selected country and assigned account - take an analytical approach to development trends and understand the causes of their development - ability to critically evaluate achieved results during the process of indicators formation - development of skills for processing qualitative economic analysis during the seminar paper preparation Skills	

- interpretation of economic data and achieved results using their own created indicators - qualitative economic analysis
- correct interpretation of various empirical results and awareness of the limits of the achieved results
- creation of own qualitative analysis with emphasis on finding the causes of economic indicators development - distinguish between correlation and causality
- team cooperation during creation of a joint semester project - seminar paper is created by team of students encouraging cooperation among them

Indicative content:

1. System of national accounts. Basic principles of the ESA 2010 system
2. Institutional sectors
3. Production account
4. Generation of income account
5. Allocation of primary income account
6. Secondary distribution of income account
7. Use of income account
8. Capital accounts
9. Goods and services account
10. Supply table
11. Use table
12. Macroeconomic aggregates.

Support literature:

Morvay, K. (2021): Základy práce s národními účty. Vydavateľstvo EKONÓM, Bratislava 2021.

Stanislava Hronová, Jakub Fischer, Richard Hindls, Jan Sixta: Národní účetnictví – od výroby k bohatství Praha: C. H. Beck, 2019. 1st edition. 432 pages. ISBN 978-80-7400-738-5

Lequiller, F. and D. Blades (2014), Understanding National Accounts: Second Edition, OECD Publishing, Paris, <https://doi.org/10.1787/9789264214637-en>.

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 40

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
5.0	0.0	0.0	15.0	20.0	22.5	10.0	27.5	0.0	0.0	0.0	0.0

Lecturer: Ing. Martin Hudcovský, PhD.

Course Leader: 11.03.2025 doc. Ing. Karol Morvay, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KOVE FHI/ IIB21135/22	Title of course: Operations Research I (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: individual work and continuous tests 30% project for the final exam 30% final exam 40%	
Total study load (in hours): student workload: 156 h participation in lectures 26 h, participation in seminars 26 h, elaboration of a semester project 52 h, preparation for the final exam 52 h	
Teaching results: Upon successful completion of this course, students will be able to: 1. Apply management science knowledge and models to assist managers and decision-makers in solving organizational problems. 2. Analyze tradeoffs of solutions of managerial and organizational problems that can be formulated using management science theory and models. 3. Evaluate the integrative aspect of problem-solving techniques in an organizational setting. COURSE OBJECTIVES -Analyze organizations for the right ingredients for the use of analytics in order to gain competitive advantage -Formulate, solve, and interpret linear, integer, and non-integer linear programming model -Use computer software to interpret and analyze sensitivity analysis, and advanced applications -Apply distribution and network models to solve and analyze transportation, assignment, shortest route, and maximum flow problems -Discuss, construct and analyze project scheduling network with deterministic and probabilistic times (using PERT/CPM) -Solve and analyze various inventory models—Economic Order Quantity(EOQ), Quantity Discounts for the EOQ, and Order-Quantity Reorder Point Model with Probabilistic Demand -Apply and use Markov process models in studying the evolution of systems over repeated trails -Formulate simulation problems using Monte Carlo simulation and interpret results -Develop teamwork ability and increase the level of communication and discussion in decision making process	
Indicative content: The course of Operations research provides on one hand basic knowledge about the methodology and on the other hand the information about main fields of operation research. With help of	

many case studies, it lines out how to apply mathematical models and computers in the decision-making processes. Aim is to demonstrate various quantitative methods developed over the years. Topics include: Introduction to quantitative analysis and decision making • Decision analysis (under certainty, risk, and uncertainty) • Linear programming (LP), integer LP (binary integer program), sensitivity analysis, and advanced applications and interpretations • Transportation, assignment, and transshipment problems • Project scheduling with known and uncertain activity times (PERT/CPM) • Network models, shortest route, minimal spanning tree, and maximal flow problems • Waiting line management • Inventory management • Markov processes • Simulation models and Monte Carlo simulation (in MS Excel) •

Support literature:

1. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. An introduction to management science: quantitative approaches to decision making. Cengage learning. 2019
2. Taha, H. A.: Operations Research: An Introduction. 9th Edition. New Jersey: Prentice Hall 2011

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 48

A	B	C	D	E	FX
81.25	18.75	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Marian Reiff, PhD.

Course Leader: 13.05.2022

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KJaT FAJ/JJC21513M/22	Title of course: Practical Rhetoric in the French Language
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Total study load (in hours): Full-time study: 104 hours. Of which: 26 hours – attendance at seminars 30 hours – preparation for seminars and for the interim evaluation 48 hours – preparation for the final exam	
Teaching results: Knowledge: <ul style="list-style-type: none"> · acquisition and development of theoretical knowledge related to understanding, expression and correct argumentation; · obtaining knowledge in various socio-economic, political, international and cultural topics or contexts. Competences: <ul style="list-style-type: none"> · development of competences for a democratic culture and intercultural dialogue, i.e. projection of acquired knowledge, skills and abilities to promote a society based on the values of freedom, justice, equality and pluralism; · the student will be able to identify and use different communication models, will master the specific vocabulary of argumentation and counter-argumentation for a correct debate with reasonable respect for the discussion opponents. Skills: <ul style="list-style-type: none"> · development of critical thinking and reasoning; · fluent, coherent and appropriate oral expression in a foreign language; · capacity for academic debate on the different topics addressed in class; · ability in interpersonal relations and teamwork; · critical thinking and critical skills to analyse, evaluate and make judgements on the content examined in class; · ability to communicate clearly in a range of situations – this includes expressing one's beliefs, opinions, interests and needs, explaining and clarifying ideas, advocating, promoting, arguing, reasoning, discussing, debating, persuading and negotiating; 	

- the ability to ask questions of clarification in an appropriate and sensitive manner in cases where the meanings being expressed by another person are unclear or where inconsistencies between the verbal and non-verbal messages produced by another person are detected;
- the ability to manage breakdowns in communication, for example by requesting repetitions or reformulations from others, or providing restatements, revisions or simplifications of one's own misunderstood communications;
- expressing views and opinions in group settings, and encouraging other group members to express their views and opinions in such settings;
- recognising conflict in group settings, including identifying emotional signs of conflict in the self and in others, and responding appropriately using peaceful means and dialogue.

Indicative content:

- Principles of discussion
- General and individual persuasion techniques
- Argument and counterargument, logic and structure of argument
- Type and quality of arguments: emotional, rational, explanatory, and persuasive
- Evaluation of counterarguments
- Violation of the rules of probability theory
- Team discussion, round table, discussion duel, communication models

Support literature:

Required:

1. HOLLEVILLE, S. Débattre en FLE (B2-C1). Paris: Ellipses, 2021. ISBN 2340047501
2. MIQUEL, C. Communication progressive du français (B2-C1). Paris: CLE International, 2017. ISBN 2090382112

Optional:

1. CHARLES, R., WILLIAME, C., GROSSEMY, A.S. La Communication orale – Repères pratiques. Paris: Nathan, 2020. ISBN 2091638404
2. CORDEIL-LE MILLIN, Y. La Parole est à vous ! S'exprimer en public avec les techniques des acteurs Paris: Dunod, 2015. ISBN 9782100741946
3. ROCCA, M., SÉBASTIEN, G., ATTAL FOUGIER, M-L. Progresser en communication. Grenoble: PUG, 2017. ISBN 2706113812

Syllabus:

Language whose command is required to complete the course:

French

Notes:

Assessment of courses

Total number of evaluated students: 69

A	B	C	D	E	FX
73.91	13.04	4.35	7.25	0.0	1.45

Lecturer: Mgr. Martin Růžička, Ph.D.

Course Leader: 04.05.2024

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KJaT FAJ/JJC21410M/22	Title of course: Practical Rhetoric in the Spanish Language
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: Interim evaluation: 40% Final evaluation: 60%	
Total study load (in hours): Full-time study: 104 hours. Of which: 26 hours – attendance at seminars 30 hours – preparation for seminars and for the interim evaluation 48 hours – preparation for the final exam	
Teaching results: Teaching results: Knowledge: <ul style="list-style-type: none"> • acquisition and development of theoretical knowledge related to understanding, expression and correct argumentation; • obtaining knowledge in various socio-economic, political, international and cultural topics or contexts. Competences: <ul style="list-style-type: none"> • development of competences for a democratic culture and intercultural dialogue, i.e. projection of acquired knowledge, skills and abilities to promote a society based on the values of freedom, justice, equality and pluralism; • the student will be able to identify and use different communication models, will master the specific vocabulary of argumentation and counter-argumentation for a correct debate with reasonable respect for the discussion opponents. Skills: <ul style="list-style-type: none"> • development of critical thinking and reasoning; • fluent, coherent and appropriate oral expression in a foreign language; • capacity for academic debate on the different topics addressed in class; • ability in interpersonal relations and teamwork; • critical thinking and critical skills to analyse, evaluate and make judgements on the content examined in class; 	

- ability to communicate clearly in a range of situations – this includes expressing one’s beliefs, opinions, interests and needs, explaining and clarifying ideas, advocating, promoting, arguing, reasoning, discussing, debating, persuading and negotiating;
- the ability to ask questions of clarification in an appropriate and sensitive manner in cases where the meanings being expressed by another person are unclear or where inconsistencies between the verbal and non-verbal messages produced by another person are detected;
- the ability to manage breakdowns in communication, for example by requesting repetitions or reformulations from others, or providing restatements, revisions or simplifications of one’s own misunderstood communications;
- expressing views and opinions in group settings, and encouraging other group members to express their views and opinions in such settings;
- recognising conflict in group settings, including identifying emotional signs of conflict in the self and in others, and responding appropriately using peaceful means and dialogue.

Indicative content:

- Principles of discussion
- General and individual persuasion techniques
- Argument and counterargument, logic and structure of argument
- Type and quality of arguments: emotional, rational, explanatory, and persuasive
- Evaluation of counterarguments
- Violation of the rules of probability theory
- Team discussion, round table, discussion duel, communication models

Support literature:

Support literature:

Required:

1. DE PRADA, María, SALAZAR, Denisa & MOLERO, Clara-María. Uso interactivo del vocabulario y sus combinaciones más frecuentes. B2-C2. Madrid: Edelsa, 2012. 184 pp. ISBN 978-8477119791.
2. EL ORDEN MUNDIAL. <https://elordenmundial.com/>
3. LEÓN, José-Javier. Caleidoscopio 1. Análisis y debate, cultura e intercultural. C1. Madrid: EnClave-ELE, 2016. 88 pp. ISBN 978-8415299394
4. SANS, Neus, MARTÍN, Ernesto, MUNTAL, Jaume, ACQUARONI, Rosana & CONEJO, Emilia. Bitácora 4. Nueva edición. Barcelona: Difusión, 2019. 272 pp. ISBN 978-8416347827.
5. THE CONVERSATION. <https://theconversation.com/es/>

Optional:

1. ACQUARONI, Rosana, AMENÓS, José, GONZÁLEZ, Virginia., GRAS, Pedro, SIMKIEVICH, Josefina., SORIANO, Carmen & TARRÉS, Iñaki. C de C1. Barcelona: Difusión, 2017. 192 pp. ISBN 978-8416273485
2. LÓPEZ-LLEBOT, María-Rosa. Hablemos en clase. Madrid: Edinumen, 2008. 106 pp. ISBN 978-8489756267.
3. SARRALDE, Berta, CASAJEROS, Eva, LÓPEZ, Mónica & MARTÍNEZ, Daniel. Vitamina C1. Madrid: Sgel, 2016. 2016 pp. ISBN 978-8417730758.
4. VRANIC, Gordana. Hablar por los codos. Frases para un español cotidiano. Madrid: Edelsa, 2008. 128 pp. ISBN 978-8477115991.
5. Massmedia digital tools in Spanish speaking countries.

Syllabus:

Language whose command is required to complete the course:

Spanish

Notes:

Assessment of courses

Total number of evaluated students: 85

A	B	C	D	E	FX
55.29	21.18	15.29	4.71	0.0	3.53

Lecturer: Mgr. Juan Carlos Barrera Cruz**Course Leader:** 16.05.2022

DESCRIPTION OF COURSE

University: University of Economics in Bratislava											
Faculty:											
Course code: KET NHF/NNE21101/21				Title of course: Principles of Economics 1							
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present											
Number of credits: 6											
Recommended semester/trimester of study:											
Degree of study: I., N											
Prerequisites:											
Requirements to complete the course:											
Total study load (in hours):											
Teaching results:											
Indicative content:											
Support literature:											
Syllabus:											
Language whose command is required to complete the course:											
Notes:											
Assessment of courses Total number of evaluated students: 49											
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
10.2	0.0	0.0	12.24	12.24	18.37	22.45	24.49	0.0	0.0	0.0	0.0
Lecturer: prof. Ing. Anetta Čaplánová, PhD., Ing. Ľubomír Darmo, PhD.											
Course Leader: 07.11.2023 prof. Ing. Magdaléna Přívarová, CSc.											

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMD21012/23	Title of course: Production Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21025/21-Business Economy (in English) or KM FPM/MMB21046/21-Management (in English)	
Requirements to complete the course: 30 % continuous written work, 70 % written exam	
Total study load (in hours): 182 h (attendance at lectures 26 h, attendance at seminars 26 h, preparation for seminars 30 h, preparation for credit test 36 h, preparation for exam 64 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • summary and analytical view of the basics of the anatomy of the production organism and its management in the enterprise through the pre-production stages, the main (basic) production and related service activities, also with regard to the economic side of the business, factors and development processes in production management Competence: <ul style="list-style-type: none"> • to make real use of the acquired knowledge of production management in terms of subjects, elements, factors, development processes in business practice, • to adequately apply not only classical, but also modern factors typical for production management, business in the field, • to effectively reflect the regularities, tendencies of the organization (arrangement) of the production process in terms of the complex of tasks, problems of in-house production management, • to propose, apply and emphasise modern methods, concepts and methods of process management that induce the need for change in current production management, • to synergise and improve production management in relation to other disciplines, such as innovation, marketing, informatics, finance, quality management, logistics, ecology. Skill: <ul style="list-style-type: none"> • to explicitly express and interpret, critically evaluate the acquired practical knowledge of production management in the theory and practice of business, • to perform and interpret the results of network analysis in preparation for production, • to perform, analyse the basic calculations of the length and structure of the production cycle in the enterprise, the non-serviceability and the critical quantity of products, 	

- to carry out and highlight the basic calculations of continuous organisation of production, assembly line,
- to determine and interpret the results of the scope of maintenance and repair activities, the need for tools, energy in the enterprise.

Indicative content:

Thematic definition of lectures:

1. The essence and content of production management
2. Formation of the production programme in the enterprise
3. Management of pre-production stages in the enterprise
4. Creative possibilities (methods) of improving production preparation, standardisation and automatisisation in production preparation, its economic evaluation
5. Management of main (basic) production
6. The essence, tasks and possibilities of development of production allocation management in the enterprise
7. Management of service processes in production
8. Development processes and in-house management in production
9. Quality management in business development
10. Production logistics in business development
11. Current trends in production management
12. Current trends in production logistics
13. Sustainable development and greening in production management

Thematic definition of exercises:

1. Management of pre-production stages in the enterprise
2. Network analysis in production preparation - calculation of network analysis by CPM method in incidence matrix
3. Network analysis in production preparation - calculation of network analysis by CPM method in network graph
4. Management of main (basic) production
5. Calculation of production cycle length under simplified conditions
6. Calculation of the production cycle length considering all factors of the production process
7. Calculation of continuous production
8. Assembly line calculation
9. Calculation of non-reproducibility and critical product quantity
10. Management of service processes in production
11. Determination of the scope of maintenance and repair activities
12. Determining the need for standardised tools
13. Determining the need for special tools

Support literature:

1. SLACK, Nigel - BRANDON-JONES, Alistair. Operations Management. Harlow, England ; New York: Pearson, 2019. 776 p. ISBN 978-1292253961.
2. HEIZER, Jay H - GRIFFIN, Paul - RENDER, Barry. Operations Management. Toronto: Pearson Education Canada, 2014. 872 p. ISBN 978-0132687584.
3. GUPTA, Sushil - STARR, Martin. Production and Operations Management Systems. Cleveland: CRC Press, 2014. 520 p. ISBN 9781466507333.
4. KRUGER, David - RAMPHAL, Roy – MARITZ, Mark. Operations Management. Cape Town: Oxford University Press Southern Africa, 2013. 530 p. ISBN 9780199049561.
5. JAIN, K. C. - VERMA, P. L. – KARTIKEY, Prabhat. Production and Operations Management. New Delhi Dreamtech Press, 2013. 476 p. ISBN 978-93-5004-509-1.

6. GREASLEY, Andrew. Operations Management. Chichester: Wiley, 2013. 492 p. ISBN 978-1118606629.
7. TELSANG Martand T. Production Management. New Delhi: S. Chand & Company Co., 2007. 482 p. ISBN 978-8121924627.
8. BUFFA Sarin. Modern Production/Operations Management. New Delhi: Wiley India, 2007. 848 p. ISBN 978-8126513727.
9. BEDI, Kanishka. Production and Operations Management. New Delhi: OUP India, 2004. 552 p. ISBN 978-0195667578.

Syllabus:

Thematic definition of lectures:

1. The essence and content of production management

In the introductory lecture, students will be introduced at the beginning of the lecture to the conditions of the examination and the award of credit. In its continuation, the following areas of problems will be mainly emphasized:

- The position, functions and objectives of production management in business.
- The content of production management.
- Hierarchical structures in production management.
- Development, risk and crisis management of production in business.
- Prerequisites for entrepreneurship and improvement of production management.

2. Formation of the production programme in the enterprise

The content of the topic will focus on forecasting the production load in the enterprise, but also on other facts, which are marketing activities related to the creation of the production program, diagnostic analysis of production possibilities and the preparation of production strategy.

The lecture will result in the prerequisites for the evaluation of the production program, its implementation.

3. Management of pre-production stages in the enterprise

We want to pay more significant attention to the given area, a component of production management, in that the following content aspects will first be introduced and highlighted from the theoretical and practical point of view:

- Status and functions (classical and modern) in the preparation of production in the enterprise.
- The content of production preparation in the enterprise (in general, also through individual stages).
- Innovation potential and its structure.

4. Creative possibilities (methods) of improving production preparation, standardisation and automatisisation in production preparation, its economic evaluation

The above issues are challenging in that each of them requires a newer perspective on the above processes. Newer is also the creation according to certain (typical) areas, also the method and measurement in the conditions of globalisation, internationalisation of markets and customers. Standardisation and automatisisation in production preparation will also be a very important factor. An equally important and emphasised aspect will be the actual economic evaluation (assessment) of the production preparation by means of decisive synthetic (aggregate) and analytical (sub-indicators) indicators in the production preparation.

5. Management of main (basic) production

Similarly to parts 3 and 4, the lectures on this type of issue will be grouped into at least two areas. In this block will be presented mainly the laws of organisation (arrangement) of the production process, component, qualitative and quantitative analysis of production, time analysis of production (length and structure of the production cycle), its economic significance for reducing the intermediate production time from the point of view of producers and customers.

6. The essence, tasks and possibilities of development of production allocation management in the enterprise

This topic of the lecture is directly related to the previous section. Mainly by the fact that it is necessary to know all and any factors of allocation (deployment) in individual types of production. Immediately related to this is the intra-enterprise specialisation of production, standardization and standardization in production management, automatisisation, digitalization and computer-controlled production systems in the enterprise.

7. Management of service processes in production

Service processes in a company generally play and provide through their own, internal entities those important functions and tasks that are related to the consolidation of the production system, they are its immanent part. It is a complex of activities which, however, also have their own specific features, organisation and management, material and procedural aspects. The clarification of the topic of this part of the issue will consist in the presentation of the essence, types and peculiarities of servicing processes in production, organisational systems of production servicing, basic subjects of production servicing management (material management, maintenance and repair activities, tooling, energy management, other servicing processes), also the tendencies of development of servicing processes.

8. Development processes and in-house management in production

This topic will present the essence and content of development management of production, the development programme of production, the design of the production organism, as well as material, financial, information and personnel resources. The topic will also include the essence, characteristics and principles of in-house production management, operational production management, organisational aspects and information system, the importance of the human factor, as well as the economic aspects and evaluation of in-house organisational units in production management

9. Quality management in business development

Under the pressure of the competitive environment and scientific and technical development, the requirements for the quality of products, processes and enterprises have gradually changed, which has also led to the development of quality assurance principles and tools. In this topic, the essence and development of quality management, comprehensive quality management, definition of quality and product quality criteria, quality assurance of production, analysis of the possibility of errors and their consequences, statistical process control, process capability indices, measurement system and analysis of the measurement system, conformity assessment and product marketing, quality management principles and economic aspects of product quality will be presented.

10. Production logistics in business development

Within the extensive way of realisation of enterprise performances it is necessary to speak not only about the management of intra-enterprise movement of materials and goods, but mainly about the management of movement of materials and products from suppliers to the enterprise, to individual workplaces, as well as products and semi-finished goods from workplaces and the enterprise to the customer. All these tasks can be included under the comprehensive term production management and logistics. Production management represents an integrating element of a range of knowledge from different scientific disciplines. These include, in particular, systems engineering, personnel science, labour economics, computer science, operations research, mathematics, statistics, sociology and psychology. Logistics, in turn, can be characterised as the integrated planning, synchronisation, management and control of material and related information flows from supplier to enterprise, within the enterprise and from the enterprise to the supplier. The essence of the topic lies in the approach of logistics and logistics management, enterprise logistics strategy and design, procurement logistics, production and distribution logistics.

11. Current trends in production management

Ensuring flawless production and sustaining it over the long term requires a constant flow of new products and production processes. Modern production in the enterprise must be innovative,

capacity-oriented, equipped with modern technology, skilled workers and open to reducing production costs. Based on this, enterprises are constantly creating new opportunities to apply new trends, processes and approaches in production. A closer identification will focus on selected new trends in production management: Kaizen, Just in Time, Kanban, Lean Manufacturing, MRP I and MRP II, OPT, BOA, Radio Frequency Identification, Industry 4.0, Quick Response Manufacturing, the use and continuous improvement of which must be part of the essential activities in the management of production in an enterprise.

12. Current trends in production logistics

Today's modern world puts pressure on businesses to achieve the best possible results in terms of overall production, product and service quality. In order to obtain the resulting effect, it is necessary not only to organise the production properly, but also to efficiently upgrade the logistics, which is part of the entire business process. The focus of the topic will be on supply chain management, customer relationship management, effective response to customer requirements, lean logistics, logistics outsourcing, cross docking, warehouse management system, pick-by-systems, quick response, omni-channel in logistics, big data in logistics, green and reverse logistics and logistics 4.0.

13. Sustainable development and greening in production management

The current trend in sustainable development is to change the way we produce and consume not only materials but also goods. In doing so, it is also necessary to create more added value with fewer inputs, reduce costs and reduce adverse environmental impacts. The aim in the first part of the lecture will be to define sustainable development in relation to production management, also to approach environmental valorisation for sustainable development. In the second part, and in relation to greening, the focus will be on environmental policy, environmental policy instruments, waste in general and waste management in the enterprise.

Thematic definition of exercises:

1. Management of pre-production stages in the enterprise

The use of network analysis methods in pre-production has been and is driven primarily by the multiplicity of items that make up the current products. Another reason is the transition from the traditional, partial analysis of the stages of production preparation to its holistic understanding and processing of component parts through automation or computer technology. Crucial in this respect is the functioning of the whole system. A system approach to the organisation of production preparation is made possible by network analysis methods. At present, we know several types of network analysis methods. The focus on the problem will be concentrated on the critical path method CPM.

2. Network analysis in production preparation - calculation of network analysis by CPM method in incidence matrix

The CPM problem will be solved in the incidence matrix, which is basically a matrix model, but according to certain rules it can not only accommodate all input data, but also allows the calculation of the required variables, including the critical path. It is adapted to have as many columns and rows as there are nodes in the network graph. Solving the incidence matrix must produce the same results as the network graph.

3. Network analysis in production preparation - calculation of network analysis by CPM method in network graph

The CPM problem will be solved in a network graph, where the logical process from the origin of the task to the moment of its completion is displayed. Constructing a network graph is therefore inherently a study of the factual, informational and temporal sequence of actions that need to be carried out in order to accomplish the entire action. A network graph consists of two basic geometric elements: nodes (points) and connecting lines, which we call edges.

4. Management of main (basic) production

The division of labour, intra-enterprise specialisation, the segmentation of the production process and other analytical activities also require a reverse synthesis, a new arrangement and integration of production. The analysis represents a deeper understanding of the production system, while the synthesis is intended to form a new, more perfect, functioning whole. Analysis and synthesis presuppose knowledge of and respect for the laws of the organisation (arrangement) of production. The most important laws of the organisation (arrangement) of production include: proportionality in the production system (law of equilibrium), parallelism in the course of production activities (law of simultaneity), rhythmicity of the production process (law of rhythmicity), continuity of production (law of continuity).

5. Calculation of production cycle length under simplified conditions

In manufacturing, work operations and the entire production process can take place in the following main combinations of organisational character: sequential, parallel (concurrent) and combined ways. The target solution is to increase the degree of parallelism, concurrency, overlapping in production. The aim of the problem is to recalculate examples according to formulas where the focus is on sequential, concurrent and combined ways under simplified conditions.

6. Calculation of the production cycle length considering all factors of the production process

The problem is related to the parallelism of production. It is a regularity whose economic significance stems from the overlapping of activities and thus the shortening of their duration. The time factor is clearly manifested here in the compression of economic performance per unit of time. The acquisition of more and more effects per unit of time is in fact a manifestation of the law of the economics of time. In the problem, the examples will be solved through formulas where we will consider all the factors of the production process.

7. Calculation of continuous production

The rhythmicity of the production process is monitored using various indicators. The basic ones are production rate (line rate) production rhythm. The production rate is the average time interval over which an activity is repeated in succession, e.g. the time interval between the completion of two consecutive products. The problem deals with solving examples by formulas to calculate the production line tact, workplace tact, number of machines, workers and machine utilisation coefficients.

8. Assembly line calculation

Rhythmicity, which can be defined as the fact that the same amount of work is expended at the same time intervals, there is a uniform load on machinery and equipment, utilisation of people, and the same or increasing amount of production is achieved. Such regular operation of machines and equipment, people also yields more efficient economic results in production. Rhythmicity is also related to the calculation of assembly line examples, where the tact of the line, the speed of the belt movement, the length of the belt, the length of the assembly cycle and the area occupied by the line are ascertained.

9. Calculation of non-reproducibility and critical product quantity

Based on the continuous production calculations, the focus of the subject matter is on the formula-based determination of non-reproducibility. Also the calculation of the critical product quantity beyond which it is advantageous to introduce continuous production. In this issue, we are building on the formulas that were defined in the previous two weeks when the subject issue was introduced.

10. Management of service processes in production

Production operation is one of the critical components of production management. It is a complex of activities, which, however, also have their own peculiarities, organization and management, factual and procedural aspects. They are closely related, touching the following aspects (subjects) of production management: material management in the enterprise, maintenance and repair

activities, tool management, energy management, other, supporting activities of production servicing.

11. Determination of the scope of maintenance and repair activities

The maintenance and repair activity is a conditioning factor of the production process, which creates the optimal conditions for its existence. Every maintenance and repair activity should be carried out in the enterprise in a planned manner, but in practice it is often not possible to anticipate every breakdown and accident. However, the aim is to reduce the occurrence of breakdowns and accidents to a minimum, but the most important task is to ensure the economic operation of machinery, equipment in the production process. The problem is focused on examples in which the extent of maintenance in each year is ascertained.

12. Determining the need for standardised tools

One of the fundamental conditions affecting the operation of basic production is the quantity and quality of tools and production aids delivered on time. The urgency to pay increased attention to tooling production is particularly influenced by the fact that tooling is one of the most progressive factors in the production process and helps to increase production quality and labour productivity. The planning of tooling needs is the basis of tool management. Its aim is to ensure the development of a tooling needs plan in the light of the plan for the development of science and technology, to determine the level of tooling stocks in the warehouse and in the dispensing rooms, to evaluate and regulate the need for tooling according to the established life and production plan. The problem is focused on the calculation of standardized tooling according to the formula.

13. Determining the need for special tools

Planning the need for special tools primarily means monitoring and reviewing future requirements for: production, refurbishment and repair of special tools. Involvement of the production management unit (production control), which provides production with the necessary tools and production aids, and of the sales unit, which is responsible for reviewing orders for the production of special tools, either internally or from external suppliers, is essential in planning the need for special tools. Either a calculation method or a statistical standard is used to determine the consumption of special tools. The calculation method presupposes a detailed technological procedure. The problem focuses on the recalculation of examples related to special tools.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 73

A	B	C	D	E	FX
31.51	31.51	26.03	4.11	5.48	1.37

Lecturer: Ing. Brigita Boorová, PhD.

Course Leader: 26.07.2023 doc. Ing. Patrik Richnák, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava												
Faculty:												
Course code: KET NHF/NNE21207/21				Title of course: Public Choice Theory								
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present												
Number of credits: 6												
Recommended semester/trimester of study:												
Degree of study: II., N												
Prerequisites:												
Requirements to complete the course:												
Total study load (in hours):												
Teaching results:												
Indicative content:												
Support literature:												
Syllabus:												
Language whose command is required to complete the course:												
Notes:												
Assessment of courses Total number of evaluated students: 0												
A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p	
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Lecturer:												
Course Leader: 08.04.2021 prof. Ing. Anetta Čaplánová, PhD.												

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21103/21	Title of course: Public Finance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20 % midterm test, 20 % assignment, 60 % final exam	
Total study load (in hours): Total study load (in hours): 156 Lectures 26 h, Seminars 26 h, Preparation for seminars 13 h, Preparation of assignments 13 h, Preparation for midterm test 26 h, Preparation for final exam 52 h	
Teaching results: Skills: Students will be able to articulate and evaluate theories about the role of government in the economy, particularly regarding taxation and expenditure programs. • Knowledge and understanding: Students will demonstrate knowledge of empirical analysis on the effects of government policies on economic outcomes. Students will be able to use this knowledge to develop their own fact-based positions on political issues. • Competence: Students will demonstrate knowledge of specific institutions in the US which are related to government taxation and expenditure programs. This knowledge will prepare students for jobs in the fields of public policy, economics, and business.	
Indicative content: This course examines the role of the public sector in the economy with an emphasis on government expenditure programs and tax policy. The aim of the course is to provide an understanding of the nature of government intervention in the economy and the response of individuals and firms to government programs and policies. The course explores both theoretical models and empirical evidence. 1 Introduction to Public Finance 2 Theoretical Tools and Empirical Tools of Public Finance 3. Externalities 4. Private and Public Solutions to Externalities	

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21262/21	Title of course: Public Finance Management
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 20 % assignments, 20 % seminar paper, 60 % written exam	
Total study load (in hours): Lectures 26 h, Seminars 26 h, Preparation of assignments 26 h, Preparation seminar paper 13 h, Preparation for final exam 52 h	
Teaching results: The course focuses on a critical evaluation of the most important theoretical approaches and concepts of using tools for public finance management, especially public debt. The study of the course will enable students to understand the current state of theory and policy in the field of public finance management, build the ability to formulate their own approaches / attitudes to key topics and apply their theoretical knowledge in analyzing current issues at the national and transnational level. Knowledge and understanding. <ul style="list-style-type: none"> • Understanding the theoretical basis for public finance management, their methodological approaches and theoretical models • Knowledge of key analytical tools used in the analysis of management in public finances Skills, properties and Competence. <ul style="list-style-type: none"> • Ability to use formalized models • Ability to formulate one's own attitudes to the problems of fiscal and budgetary policy management and theoretically argue them 	
Indicative content: <ol style="list-style-type: none"> 1. Introduction to the public finance management 2. Public revenue management 3. Management of public expenditures and investments 4. Fiscal rules as a tool for public finance management 	

5. Fiscal councils as an institutional element in public finance management in the Slovak Republic and abroad
6. Fiscal targeting and medium-term budgetary and fiscal frameworks
7. Fiscal risk management
8. Structural reforms of public finances as a basis for successful reform of public finance management
9. Public finance management reforms and public finance management reform in the Slovak Republic
10. Government debt management in the Slovak Republic and abroad
11. Liquidity management in the Slovak Republic and abroad
12. Management of budgetary relations within integration organizations
13. Management of budgetary relations within integration organizations in times of debt crisis

Support literature:

- Cangiano, M. (2013). Public Financial Management and Its Emerging Architecture. Washington, D.C.: International Monetary Fund.
- Pretorius, C. Pretorius, N.(2008)A Review of PFM Reform Literature. London:DFID
- World Bank (2013). Beyond the Annual Budget : Global Experience with Medium-Term Expenditure Frameworks. Washington, DC: World Bank. © World Bank.

Syllabus:

Language whose command is required to complete the course:
english

Notes:

Assessment of courses

Total number of evaluated students: 43

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
20.93	0.0	0.0	11.63	27.91	13.95	16.28	9.3	0.0	0.0	0.0	0.0

Lecturer: Ing. Matej Boór, PhD., doc. Ing. Jana Péliová, PhD.

Course Leader: 27.01.2022 doc. Ing. Jana Péliová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KVSaRR NHF/ NNG21102/21	Title of course: Public Policy 1
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 100% work: <ul style="list-style-type: none"> • 10% discussion contributions to the literature read (essays) and active participation in seminars. • 30% semester essay (assignment) • 60% final exam 	
Total study load (in hours): 156 hours: <ul style="list-style-type: none"> • 26 hours of participation in lectures, • 26 hours participation in seminars, • 52 hours of regular homework for seminars - study of literature, • 26 hours of semester assignment preparation, • 26 hours of preparation for the final exam. 	
Teaching results: The aim of the course is: <ul style="list-style-type: none"> - To provide students with basic knowledge in the field of public policy making and governance, - Explain the nature of public policy-making, the links and relationships of policy actors in space and to acquire knowledge in this field, - To enable to understand the complexity of these relationships and to acquire knowledge in this field, - To enable a holistic approach to "governance" and corporate governance to be understood and to acquire knowledge in this field. After completing the course, students will be able to: <ol style="list-style-type: none"> a) apply theoretical knowledge and critically analyze the process of public policy making (b) take a creative approach to the design of public policies based on the needs of the community / society c) evaluate the costs and benefits of the implemented policy for the community / society (d) evaluate, compare and adapt individual public policies to increase their effectiveness The student is able to use knowledge, skills and personal, social and / or methodological abilities in work or study situations and in professional and personal development (e.g. in the analysis and evaluation of specific public policies, public policy design, etc.).	

Indicative content:

The course focuses on the basic aspects of the concept of public policy and the basic paradigm of policy. It defines public policy towards related disciplines, deals with the subject of public policy and the classification of public policies. The course also deals with modern governance and the role of the state in public policy, as well as governance and professionalization of the state, actors in public policy making and all other actors involved. Within the topic of public policy actors, the course also covers the topic of negotiation between actors, their political goals, political decision-making, interests, organizational behavior of actors and networks. Public policy process and/or policy cycle include a more detailed look on the topics of policy formulation, policy implementation and policy effectiveness (evaluation).

1. The concept of policy and its meaning: attributes of policy;
2. basic paradigm of policy
3. Public policy: definition of public policy towards related scientific disciplines;
4. The subject of public policy; classification of public policies
5. Modern governance and the role of the state in public policy: a good governance;
6. governance and professionalization of the state
7. Actors in public policy making: actors in public policy;
8. Negotiations between actors and political networks; political decision-making and the interests of actors; organizational behavior of actors; networks / coalitions of actors
9. Public policy making process: public policy making cycle;
10. policy formulation / agenda making;
11. policy implementation / implementation process;
12. policy effectiveness / evaluation

Support literature:

Core:

MORAN, M.; REIN, M.; GOODIN, R. E. (2008) The Oxford Handbook of Public Policy, Oxford: OUP.

Recommended:

SALAMON, L.M. 2002. The Tools of Government: A Guide to the New Governance. Oxford University Press. ISBN 978-0195136654

COLEBATCH, H. K. 2009. Policy. Open University Press. ISBN 0335-2354-07

Syllabus:**Language whose command is required to complete the course:**

English

Notes:**Assessment of courses**

Total number of evaluated students: 0

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: Tomáš Jacko, PhD.

Course Leader: 16.02.2022 doc. Mgr. Ing. Tomáš Černěnko, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KVSaRR NHF/ NNG21251/21	Title of course: Public Policy 2
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 100 % work: <ul style="list-style-type: none"> • 10 % discussion contributions to the literature read (essays) and active participation in seminars. • 30 % semester essay (assignment) • 60 % final exam 	
Total study load (in hours): 156 hours: <ul style="list-style-type: none"> • 26 hours of participation in lectures, • 26 hours participation in seminars, • 52 hours of home regular preparation for seminars - study of literature and preparation of discussion papers, • 26 hours of semester assignment preparation, • 26 hours of preparation for the final exam. 	
Teaching results: The aim of the course is: expand students' knowledge in the field of public policy making and governance. The course focuses on the essence of public policy making, the links and relationships of individual actors in space, as well as the complexity of these relationships. Compared to the course Public Policy 1, the emphasis is placed not only on the expansion and deepening of theoretical knowledge, but above all on the acquisition and improvement of analytical skills in the evaluation of public policies. These skills will enable students to perceive the impacts of public policies not only in the context of space but also long-term goals - strategic governance. After completing the course, students will be able to: <ul style="list-style-type: none"> • analyze and design public policies using appropriate tools • assess the impact of public policies by several methods and design mechanisms for their evaluation • perceive and design public policies in the broader context of strategic governance • understand the concept of value for money The student is able to use knowledge, skills and personal, social and / or methodological abilities in work or study situations and in professional and personal development (eg in a comprehensive	

analysis and evaluation of specific public policies, their design, etc. at various levels of government and in the system multi level governance).

Indicative content:

1. The societal context of public policies
2. Creation and implementation of public policy, public policy as a process
3. Public policy actors
4. Public policy instruments
5. Outputs vs. Outcomes
6. Public Policy Analysis (process)
7. Public Policy Analysis (methods)
8. Public Policy Evaluation (process)
9. Public Policy Evaluation (methods)
10. Impact of public policies – Regulatory Impact Assessment
11. Value for money concept
12. Strategic governance

Support literature:

Core:

- Salamon, Lester M. (ed). 2002 The Tools of Government: A Guide to the New Governance. Oxford University Press. ISBN 9780195136654
- Dunn, W. N.(2017): Public Policy Analysis. An Integrated Approach. Routledge. ISBN 9781138743847

Recommended:

- Moran, M.; Rein, M.; Goodin, R. E. (2008) The Oxford Handbook of Public Policy, Oxford: OUP.

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: Tomáš Jacko, PhD., doc. Mgr. Ing. Tomáš Černěnko, PhD.

Course Leader: 16.02.2022 doc. Mgr. Ing. Tomáš Černěnko, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21114/21	Title of course: Public budgeting systems
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Written exam/work – 20%; semester work – 20 %; written exam – 60 %	
Total study load (in hours): Total study load (in hours): $6 \times 26 = 156$ Participation in lectures 26 h Participation in seminars 26 h Preparation for seminars 13 h Elaboration of a semester project 13 h Preparation for the paper for the continuous evaluation 26 h Exam preparation 52 h Total 156h	
Teaching results: Knowledge and understanding: <ul style="list-style-type: none"> • To be able to show knowledge from section of budgeting, budget system from theoretical as well as practical point of view, • To aim practical skills on section of budget creation on individual governmental levels and be able to orient in innovative methodology of budgeting, • To understand budget classifications and rules and fazes of budgeting process in relationship to legislative processes and their adjustments. Practical skills and competence: <ul style="list-style-type: none"> • Choose adequate form of budget creation and apply it to budget system with emphasis on new trends, • Evaluate and interpret financial impacts of budget creation in public administration on economy performance, • to be able to design adequate way of financing/budgeting subjects in public administration in connection to anticipation of changes in economy, • to show practical effectivity and professionalism in teams, while working on given tasks. 	
Indicative content: The aim of this subject is to adopt knowledge regarding to position of public budgeting systems in connection to budgeting process and budget rules on all governmental levels. Explanation of	

problematic is from both home and foreign literatures. Special focus is given to financial budget management – budget development, budget accepting, budget fulfillment and budget control in context to budget cycles with focus on responsible budgeting from government while using modern forms of governments.

1. Public sector in perspective
2. Budget cycles
3. Budgeting of public revenues.
4. Transaction-based budgetary resources
5. Preparation of the budget - expenditure side
6. Budget preparation - decision-making process
7. Approval of the budget - the role of the legislature
8. Budget execution (state budget chapters)
9. Budget classification
10. Financial management, accounting, reporting and auditing as part of the budgetary process
11. Planning and budgeting, analysis and management as part of the budget process
12. Control in the budget process - control institutions of budgets.

Support literature:

Robert D. Lee, Jr., Ronald W. Johnson, Philip G. Joyce: PUBLIC BUDGETING SYSTEMS. Tenth Edition. Jones & Bartlett Publishers, Inc., ISBN: 9781284198980, © 2021, 575 p.

Syllabus:

Language whose command is required to complete the course:

english

Notes:

Assessment of courses

Total number of evaluated students: 17

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
11.76	0.0	0.0	11.76	35.29	23.53	17.65	0.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Matej Boór, PhD., doc. Ing. Kornélia Beličková, PhD., Mgr. Yuliya Petrenko, CSc., PhD.

Course Leader: 27.01.2022 doc. Ing. Kornélia Beličková, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KHP NHF/NND15052/21	Title of course: Quantitative Methods in Economy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Class participation, ongoing written assignments, and homework: 30% Written assignment and practical calculation on PC: 40% Oral exam: 30%	
Total study load (in hours): Total study load 156 hours Lectures 26 hours Seminars 26 hours Preparing for seminars and seminar homework 20 hours Preparing for evaluations during the semester 32 hours Final exam preparation 52 hours	
Teaching results: Knowledge By completing the course, students deepen their understanding of fundamental quantitative methods in mathematical analysis, optimization, and probability. They comprehend their applications in economic literature. Skills Upon completing the course, students will be able to solve problems in economic analysis and optimization graphically, algebraically, and numerically using appropriate software. They will also be capable of explaining and replicating problem solutions from economic literature. Competencies The acquired knowledge and skills can be applied in further studies, in writing a thesis, and directly in economic practice. Students will be able to formalize problems, as well as identify and apply appropriate methods for their solutions.	
Indicative content: 1. Introduction, motivation through models used in practice, software overview 2. Function, functional relationships in economics; limit, continuity 3. Linear function, linear relationships in economic analysis 4. Function derivative, elasticity; nonlinear relationships, quadratic dependence in economic analysis	

5. Function of multiple variables in economic analysis; partial derivative, marginal quantities, directional derivative, gradient
6. Constrained extremum – Lagrange method, multipliers, applications
7. Kuhn-Tucker conditions in economic analysis
8. Applications of integral calculus for functions of one and multiple variables
9. Introduction to probability – combinatorial and geometric probability, discrete and continuous random variables
10. Theoretical and empirical probability distributions, applications in social sciences
11. Conditional probability, Bayes' theorem
12. Composite indicators, weighting and aggregation schemes
13. Synthesis, revisiting selected problems

Support literature:

1. Chiang, A.C. & Wainwright, K. (2005). Fundamental methods of mathematical economics, 4ed. McGraw-Hill.
2. Hoy, M., Livernois, J., McKenna, C., Rees, R., & Stengos, T. (2022). Mathematics for economics, 4ed. MIT press.

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Eduard Nežinský, PhD., Ing. Andrea Valachová, PhD.

Course Leader: 11.03.2025 doc. Ing. Eduard Nežinský, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KVSaRR NHF/ NNG21101/21	Title of course: Regional Economics and Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KET NHF/NNE21001/21-PRINCIPLES OF ECONOMICS 1 or KET NHF/NNE21002/21-Principles of Economics 2	
Requirements to complete the course: individual work, mid term tests written / combined exam 20 % quality and presentation of term paper 10 % result of the mid term written examination 10 % activity during seminars 60 % result of the final exam	
Total study load (in hours):	
Teaching results: Knowledge - By completing the course the student will understand the economic principles behind the growth and development of regions and the possibilities of public policy to influence these processes. The graduate will have an overview of basic data sources for individual economic analyzes. Skills - Will gain practical skills in localization analysis, analysis of spatial concentration of economic activities, analysis of the industrial structure of regions, analysis of the multiplication process of exports and analysis of the process of regional convergence. He will acquire these skills either by working with empirical data or by working with stylized examples. Competences - Using the acquired knowledge and skills will be able to identify appropriate economic tools to address problem areas in regional development from the perspective of regional policy.	
Indicative content: The subject is divided into three problem areas. The first part provides a basic overview of the microeconomic principles of business localization. The second part of the course explains the principles behind the mobility of production factors and the basic mechanisms of regional economic growth in terms of neoclassical and Keynesian concepts as well as in terms of endogenous growth theory. The third part of the course is devoted to the rationale and possibilities of public interventions in the regional development. 1. Spatial structure of the economy. 2. Economic principles of firm localization	

3. Interfirm competition and localization of companies
4. Agglomeration economies and diseconomies
5. Principles of regionalization. Regional economic growth vs. development.
6. Regional economic growth in the long run (labor, capital and mobility of production factors)
7. Regional economic growth in the long run (interregional trade)
8. Long-term regional economic growth (human capital and technology)
9. Regional economic growth in the short term (external demand and export multiplier)
10. Regional policy (definition, instruments)
11. Regional policy of the Slovak Republic
12. EU cohesion policy

Support literature:

1. Buček, Reháč, Tvrdoň, 2011. Regionálna ekonómia a politika. Iura Edition. Bratislava
2. McCann, P. 2013. Modern Urban and Regional Economics. Oxford University Press, Oxford.
3. Pike, A., Rodríguez-Pose, A., & Tomaney, J. 2016. Local and regional development. Routledge.

Syllabus:

Language whose command is required to complete the course:

anglický jazyk

Notes:

Assessment of courses

Total number of evaluated students: 70

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
10.0	0.0	0.0	14.29	14.29	30.0	12.86	18.57	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Štefan Reháč, PhD., Ing. Oliver Rafaj, PhD.

Course Leader: 19.04.2021 doc. Ing. Štefan Reháč, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPOI NHF/NNS21101/21	Title of course: Risk Management and Insurance
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 20% seminar assignments and case studies, 10% mid-term test, 10% group and teamwork assignments, 60% written exam	
Total study load (in hours):	
Teaching results: After successful completion of this course, students will have knowledge of: <ul style="list-style-type: none"> - understanding the basics of risk and the possibilities of its management for individuals as well as legal persons - understanding the risk management process, including its phases, steps and tools Practical skills and competencies consist in the ability to: <ul style="list-style-type: none"> - identify relevant risk management methods for the specific situations - understand the basic methods and tools of risk management, their advantages and disadvantages depending on the financial capabilities of the entity and other circumstances - apply relevant and effective risk management methods to the specific situations - analyze, interpret and compare types of insurance coverage, as well as other forms of risk transfer 	
Indicative content: The aim of the course is to familiarize students with the basic issues of risk management and insurance. The course focuses on the theoretical aspects of the definition of the risk, its classification and analysis from the perspective of various scientific disciplines. Attention is focused on risk management with an emphasis on insurance as a traditional risk management tool. The second group of problems is a closer analysis of the principles of insurance, including an analysis of types of insurers and their marketing systems, insurance regulation and pricing of insurance products. The course offers an opportunity to understand the basics and processes of life and non-life insurance.	
Support literature: REJDA, G. E., MCNAMARA, M. J., RABEL, W. 2019. Principles of Risk Management and Insurance. 14/e. Pearson. ISBN-13: 9780135641293. TRIESCHMANN, J. S., HOYT, R. E., SOMMER, D.W. 2004. Risk Management and Insurance. 12/e. Thomson. ISBN 0-324-18320-8. HARRINGTON, S., NIEHAUS, G. 2004. Risk Management and Insurance. 2/e. Irwin-McGraw Hill, New York. ISBN-10: 0072339705.	

Syllabus:

1. Risk in society
2. Insurance and risk, insurability of risks
3. Risk management process
4. Advanced topics in risk management
5. Types of insurers
6. Marketing systems in insurance companies
7. Distribution systems and insurance contracts
8. Processes in the insurance company
9. Underwriting and pricing of risks
10. Risks in life insurance
11. Risks in non-life insurance
12. Regulation in insurance and risk management
13. New trends in insurance and risk management

Language whose command is required to complete the course:**Notes:****Assessment of courses**

Total number of evaluated students: 83

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
10.84	0.0	0.0	22.89	28.92	21.69	10.84	4.82	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Zuzana Brokešová, PhD., doc. Ing. Tomáš Ondruška, PhD., Ing. Patrícia Krupová, Ing. Andrea Snopková, PhD.**Course Leader:** 06.04.2021 doc. Ing. Tomáš Ondruška, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21023/21	Title of course: Sales Strategy (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KPH FPM/MMC21025/21-Business Economy (in English) or KMr OF/MOA21149/21-Marketing (in English)	
Requirements to complete the course: 30 % seminar project, 70 % final written exam	
Total study load (in hours): 156 h ((participation in lectures 26 h, participation in seminars 26 h, preparation of seminar projects 34 h, preparation for final exam 70 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> Students will gain knowledge of the sales strategy as the part of corporate strategy, variants, relations, consequences and the process of its creation and implementation in the company; on complex analytical methods used in the process of creating a sales strategy, as well as on specific methods of sales and marketing engineering, esp. quantitative responsive models but also semi-quantitative and qualitative methods. Students will also learn methods and process of evaluating already implemented sales strategies, necessary for creating a comprehensive system, enabling feedback and continuous progress in this field. Competence: <ul style="list-style-type: none"> Ability to synthesize the knowledge gained from different courses within the study program and to apply this knowledge in solving specific business cases related to sales strategy, esp. through solving partial but also complex case studies and seminar projects. Ability to identify, analyze and critically assess the problems of business practice in the field of sales strategy in accordance with the assigned task. Ability to set goals of a practical solution, systematize the necessary data and information, use appropriate methods, formulate proposals and conclusions. Creating a presentation of the solution to the assigned task from the field of sales strategy, using available IT solutions, and the ability to answer questions in a qualified and independent manner. Skill: <ul style="list-style-type: none"> Students are able to define the market position of the company and on its basis to choose the appropriate type of sales strategy that should be implemented. 	

- To manage the creation of a chosen type of sales strategy (starting with the analysis of the current position, formulation of tasks, and choosing proper tools).
- To use progressive software solutions to support qualified strategic managerial decision-making process.
- To apply complex analytical methods and specific methods of sales and marketing engineering, esp. quantitative responsive models but also semi-quantitative and qualitative methods.
- To apply forecasting models and in-depth analytical tools, allowing not only to analyze past developments and the current state, but also to analyze current trends and predict future sales.
- To evaluate the effectiveness of implemented sales strategy.

Indicative content:

Thematic definition of lectures:

1. Concept and Context of Sales Strategy. Classification of Sales Strategies. The Process of Creating a Sales Strategy.
2. Sales & Marketing Engineering and Market Analysis as a Starting Point for a Successful Sales Strategy.
3. Consumer Behavior in B2C Markets as a Factor Influencing The Sales Strategy.
4. Consumer Behavior in B2B Markets as a Factor Influencing The Sales Strategy.
5. Customer-Centric Sales Strategies.
6. Competitive Analysis and Types of Competitive Sales Strategies.
7. Types of Competitive Sales Strategies.
8. Product-Centric Sales Strategies.
9. Sales strategies focused on marketing communication - part I.
10. Sales strategies focused on marketing communication - part II.
11. Sales strategies focused on distribution – part I.
13. Sales strategies focused on distribution – part II.
14. Evaluation of sales strategies.

Thematic definition of exercises:

1. Methodology of basic approach to sales & marketing analysis - SWOT.
2. Basic indicators of quantitative market analysis and applications.
3. Customer choice models and applications.
4. Different ways of approaching customers.
5. Industry analysis, indicators allowing the evaluation of market / industry attractiveness and company's internal strength.
6. Presentations of seminar projects.
7. Sales strategies focused on market share.
8. Case studies focused on designing and launching a new product and forecasting its sales.
9. Situational analysis for the purpose of marketing communication strategy.
10. Designing and budgeting the communication mix.
11. Selecting distribution routes, choosing the distribution strategy, and modifying selected distribution routes - practical applications.
12. Presentations of seminar projects.
13. Evaluation of assignments, harvesting value from sales strategy course.

Support literature:

Basic literature:

1. PORTER, Michael. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York : The Free Press, 1980. 396 s. ISBN 9780029253601.
2. LILIEN, Gary L. - RANGASWAMY, Arwind, - DE BRUYN, Arnaud. Principles of Marketing Engineering and Analytics, 3rd Edition. DecisionPro, Inc., 2018. 328 s. ISBN 978-0985764821.

3. LILIEN, Gary L. - KOTLER, Philip - MOORTHY, Sridhar. K. Marketing Models. Prentice Hall, 1991. 803 s. ISBN 978-0135446447.

Supplementary literature:

1. KOTLER, Philip - KELLER, Kevin L. 2017. Marketing management. 2017. ISBN 978-0-13-385646-0.

2. KOTLER, Philip - KELLER, Kevin L. 2016. Marketing management. India : Pearson India Education Services Pvt. Ltd., 2016. ISBN 978-93-528-6880-3.

3. Enginius: Marketing Engineering Online. Dostupné na internete: <https://www.enginius.biz/>

4. USUNIER, Jean-Claude – LEE, Julie Anne. Marketing Across Cultures, 6th Edition. Pearson, 2012. 478 s. ISBN 978-0273757733.

Syllabus:

Thematic definition of lectures:

1. Concept and Context of Sales Strategy. Classification of Sales Strategies. The Process of Creating a Sales Strategy.

Content of the sales strategy, and its interdisciplinary links. The place of the sales strategy in the structure of business strategies. The process of creating a sales strategy. SWOT analysis as a broad-spectrum method of basic approach to sales & marketing analysis. Overview of follow-up methods - deepening the results of SWOT analysis. Dimensions of modern sales & marketing approaches and strategies.

2. Sales & Marketing Engineering and Market Analysis as a Starting Point for a Successful Sales Strategy.

Managerial decision-making in the context of sales strategies, software support in choosing proper sales strategies, analytical tools, quantitative and qualitative methods, types of models, responsive models, forecasting models, benefits and limitations of these models, principles and examples of applying sales & marketing engineering methods and models.

3. Consumer Behavior in B2C Markets as a Factor Influencing The Sales Strategy.

Specifics of B2C markets. Factors influencing consumer behavior in B2C markets. Types of consumer behavior and customer purchasing decisions in B2C markets. Current trends in consumer behavior. Differences in consumer behavior in global and local markets.

4. Consumer Behavior in B2B Markets as a Factor Influencing The Sales Strategy.

Specifics of B2B markets. Types of B2B markets. Specifics of consumer behavior in B2B markets – producers, resellers, government, and institutions market. Customer preferences, product / brand attributes, simple and multinomial choice models, analysis of elasticity of customers preferences. Current trends in consumer behavior in B2B markets. Neuromarketing and its use in customer-centric sales strategies (lecture provided by an external partner).

5. Customer-Centric Sales Strategies.

Positioning strategy. Customer relationship management. Customer needs, purchasing process, approaches to measure the customer value (objective, perceptions-based and behavioral), relations: costs – price - value, customer valuation methods, esp. CLV analysis (Customer Lifetime Value), RFM (Recency, Frequency, Monetary Value) model, etc.

6. Competitive Analysis and Types of Competitive Sales Strategies.

Competitive analysis as a starting point for creating a competitive strategy. Basic competitive strategies - cost leadership, differentiation, and focus strategy. Competitive intelligence.

7. Types of Competitive Sales Strategies.

Some other selected types of competitive sales strategies - market share strategies, strategies differentiated according to market position, strategies based on the product / market matrix, strategies based on the time factor and the globalization factor. Possibilities of using software solutions in the process of creating a competitive strategy, perception maps, preference maps, JointSpace maps, changes in market share caused by changes in perceptions of product / brand attributes.

8. Product-Centric Sales Strategies.

Product design. Strategies for developing and launching a new product. Strategies in other phases of the product life cycle. Modeling consumers response using Conjoint analysis. Launching a new product on the market. Forecasting models: model ASSESSOR, Bass model. Use of analogy in forecasting future sales.

9. Sales strategies focused on marketing communication - part I.

Choosing elements of marketing communication - specifics of sales strategies in advertising, promotion, public relations, direct marketing, and personal sales. Changes in the marketing environment and its impact on the form of marketing communication. Components of marketing communication and importance of these components in the communication mix.

10. Sales strategies focused on marketing communication - part II.

The process of creating a marketing communication strategy. Current trends and specific forms of marketing communication. Online marketing communication, possibilities of measuring and evaluating its effectiveness (lecture provided by an external partner).

11. Sales strategies focused on distribution – part I.

12. Characteristics of distribution routes and distribution entities. Choosing a distribution channel.

13. Sales strategies focused on distribution – part II.

Distribution system. Types of distribution strategies and their characteristics. Current trends and future of distribution channels and distribution strategies. Direct Marketing. E-commerce.

14. Evaluation of sales strategies.

Approaches to measuring sales & marketing performance. Sales & marketing audit. Current approaches and developments in the field of marketing performance evaluation. KPI's (Key Performance Indicators).

Thematic definition of exercises:

1. Methodology of basic approach to sales & marketing analysis - SWOT. Assignment of seminar project from the field of sales & marketing analysis. Adapting the seminar project to different conditions - types of companies, industries, markets, etc.

2. Basic indicators of quantitative market analysis and applications - market potential, market capacity, market saturation. In-depth methods of sales & marketing analysis. Application using the software Marketing Engineering for Excel or Enginius.

3. Customer choice models and applications. Preference elasticity analysis using the Multinomial Logit Model and solving it in ME>Excel or Enginius.

4. Different ways of approaching customers. CLV (Customer Lifetime Value) analysis using ME>Excel or Enginius, and RFM (Recency, Frequency, Monetary Value) model.

5. Industry analysis, indicators allowing the evaluation of market / industry attractiveness and company's internal strength. Methodology for finding a competitive advantage based on differences. Market segmentation - applications (segmentation basis, descriptors, profiles, etc.) and classification. Targeting, up-selling, cross-selling. Application of segmentation and classification using the ME>Excel software or Enginius. Using dendrogram to choose the number of segments according to the loss of information.

6. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.

7. Sales strategies focused on market share. Portfolio analysis, positioning strategies. Application of ME>Excel / Enginius software to create perception maps, preference maps, JointSpace map, and to find the optimal mix of attributes, which is maximizing the market share. GE McKinsey matrix.

8. Case studies focused on designing and launching a new product and forecasting its sales. Using ME>Excel / Enginius to prepare the Conjoint analysis, and to use Bass model, model ASSESSOR, and MS Excel Solver to forecast future sales.

9. Situational analysis for the purpose of marketing communication strategy. Basic components of the communication mix and its use. Assignment of a seminar project focused on creating optimized marketing communication mix. Discussing current trends in marketing communication.
10. Designing and budgeting the communication mix. Applying ADBUG decision-making model to optimize the marketing communication's budget using ME>Excel / Enginius.
11. Selecting distribution routes, choosing the distribution strategy, and modifying selected distribution routes - practical applications. Optimizing the CALLPLAN system using ME>Excel / Enginius.
12. Presentations of seminar projects. Learning and using presentation and communication skills. Getting feedback.
13. Evaluation of assignments, harvesting value from sales strategy course.

Language whose command is required to complete the course:

Slovak

Notes:

Assessment of courses

Total number of evaluated students: 68

A	B	C	D	E	FX
50.0	41.18	7.35	1.47	0.0	0.0

Lecturer: Ing. Vladimír Hojdík, PhD., Ing. Dana Hrušovská, PhD., Ing. Bc. Peter Štetka, PhD.

Course Leader: 14.05.2022 Ing. Bc. Peter Štetka, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KRASJ FAJ/ PMNHJJ615030B/20	Title of course: Slovak Language for Beginners I. (A1.1)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N, P	
Prerequisites:	
Requirements to complete the course: Active participation and work at seminars – 20 % Home assignments – 20 % Results of the final written exam – 60 %	
Total study load (in hours):	
Teaching results: a) Reading and understanding spoken and written texts: - learning to read simple texts - understanding the common vocabulary in topics from everyday communication - understanding the meaning of short and simple texts (announcement, advertisement, leaflet, letter) - understanding basic information from phonorecords - understanding the topic of a dialogue b) Oral production: - communicating in simple situations - asking questions and answering them - talking about oneself and describing a person in a simple way - expressing agreement and disagreement c) Written production: - filling out a blank form	
Indicative content: 1. Principles of pronunciation, word stress, intonation. 2. Greetings and introductions. Introducing people. 3. Describing a room. 4. Family. 5. Expressing qualities of objects and persons. 6. Describing people and their personal qualities. 7. Human body and health. 8. Work and professions. 9. Free time. 10. Daily routine.	

Support literature:

Obligatory coursebook:

Uličná, M.; Andorová, I., Báčkaiová, K., Gabríková, A.: Tri, dva, jeden - slovenčina. Slovenčina ako cudzí jazyk. Úroveň A1. Univerzita Komenského v Bratislave, Centrum ďalšieho vzdelávania, Bratislava 2015

Recommended coursebook:

Gabříková, A. - Uličná, M.: Pracovné listy k učebnici A Hovorme spolu po slovensky!, Univerzita Komenského v Bratislave, Centrum ďalšieho vzdelávania, Bratislava 2009
supplementary learning material from newspapers, magazines and the Internet

Syllabus:**Language whose command is required to complete the course:**

Slovak

Notes:**Assessment of courses**

Total number of evaluated students: 54

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
61.11	0.0	0.0	12.96	11.11	3.7	11.11	0.0	0.0	0.0	0.0	0.0

Lecturer: PaedDr. Ján Keresty, PhD.

Course Leader: 09.02.2022

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KRS FAJ/ MPSL030202E/12	Title of course: Slovak for Beginners I. (A1.1)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 3	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Class activity – 20% Result of preliminary exam – 20% Result of final exam – 60%	
Total study load (in hours):	
Teaching results: a) Reading and understanding spoken and written texts: - learning to read simple texts - understanding the common vocabulary in topics from everyday communication - understanding the meaning of short and simple texts (announcement, advertisement, leaflet, letter) - understanding basic information from phonorecords - understanding the topic of a dialogue b) Oral production: - communicating in simple situations - asking questions and answering them - talking about oneself and describing a person in a simple way - expressing agreement and disagreement c) Written production: - filling out a blank form	
Indicative content: 1. Principles of pronunciation, word stress, intonation. 2. Greetings and introductions. Introducing people. 3. Describing a room. 4. Family. 5. Expressing qualities of objects and persons. 6. Describing people and their personal qualities. 7. Human body and health. 8. Work and professions. 9. Free time. 10. Daily routine.	

Support literature:

Obligatory coursebook:

Uličná, M.; Andorová, I., Báčkaiová, K., Gabríková, A.: Tri, dva, jeden - slovenčina. Slovenčina ako cudzí jazyk. Úroveň A1. Univerzita Komenského v Bratislave, Centrum ďalšieho vzdelávania, Bratislava 2015

Recommended coursebook:

Gabříková, A. - Uličná, M.: Pracovné listy k učebnici A Hovorme spolu po slovensky!, Univerzita Komenského v Bratislave, Centrum ďalšieho vzdelávania, Bratislava 2009
supplementary learning material from newspapers, magazines and the Internet

Syllabus:**Language whose command is required to complete the course:**

English

Notes:**Assessment of courses**

Total number of evaluated students: 256

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
64.06	0.0	0.0	20.7	6.64	1.95	0.78	5.86	0.0	0.0	0.0	0.0

Lecturer: PaedDr. Ján Keresty, PhD.

Course Leader: 01.03.2021

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KPH FPM/ MMC21031/21	Title of course: Small and Medium Enterprises (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites: KPH FPM/MMC21024/21-Enterprise and Entrepreneurship (in English) or KPH FPM/MMC21015/21-Business Economy	
Requirements to complete the course: 5 % presentation practical studies, 25 % semestral written exam, 70 % written exam	
Total study load (in hours): 104 h (participation on lectures 26 h, participation on seminars 26 h, preparation for seminars and presentations 15 h, preparation on semestral exam 13 h, preparation for exam 24 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • Acquisition of current knowledge about the complex of business activities of SMEs, especially selected current information on the role and importance of SMEs in the state economy, legislative and regulatory conditions and business requirements, support for small and medium enterprises at state and European level and the specifics of family and social enterprises. • Acquisition of a complex of knowledge from tax and fee issues of employees, employers, sole trader and other business entities. Competence: <ul style="list-style-type: none"> • effectively use essential information about the company as a business entity, its basic features, and legal forms of SME business in practice, • critically evaluate and analyze the advantages and disadvantages of individual legal forms of business, NP and LP • characterize the specifics of business in SMEs • understand and master the essence of business regulation, taxation system and levy system in Slovakia, Skill: <ul style="list-style-type: none"> • identify specifics of business entities in the SME category, • critically evaluate the possibilities of choosing the appropriate legal form of business for a given business activity, • develop a business plan for starting a business, • determine the contribution obligations of the employee, employer and sole trader, • calculate the tax liability of NP and LP (income tax, local taxes, VAT). 	
Indicative content:	

Thematic definition of lectures:

1. Understanding and importance of SMEs.
2. Establishment of the company and implementation of its activities in SMEs.
3. Personnel activities and employee remuneration
4. Taxation income of natural persons.
5. Social and health insurance.
6. Corporate Income Tax.
7. Family businesses.
8. Social businesses.
9. Local taxes and fees.
10. Indirect taxes.
11. Business environment and business regulation.
12. SME Support within the Slovak Republic.
13. Support for SMEs in the EU environment.

Thematic definition of exercises:

1. Establishment and foundation of the enterprise.
2. Business plan and funding budget.
3. Remuneration of employees and taxation of income from dependent activities.
4. Income taxation of natural persons.
5. Taxation of combined income of natural persons.
6. The burden of contributions of self-employed persons revenues.
7. Income taxation of owners of personnel, capital companies and cooperatives.
8. Family business.
9. Local taxes and their impact on SME localization.
10. Calculation and administration of value added tax.
11. Semester written work.
12. Social entrepreneurship.
13. Selected financial issues of small and medium enterprises.

Support literature:

Basic literature:

1. MASOURAS, Andreas. Entrepreneurship in Small and Medium-Sized Enterprises. NOVA Publishing, 2019. 326 s. ISBN 978-1-53615-922-6.
2. VEBER, Jaromír. Podnikání malé a střední firmy. 3. aktualiz. a dopl. vyd. Praha : Grada, Publishing, 2012. 332 s. ISBN 978-80-247-4520-6.
3. OLEJNIK, Edith. International Small and Medium-Sized Enterprises. Berlin : Springer Gabler, 2014. 184 s. ISBN 978-3-658-04876-1.

Supplementary literature:

1. MASOURAS, Andreas - MARIS, Gergios - KAVOURA, Androniki. Entrepreneurial Development and Innovation in Family Businesses and SMEs. Advances in Business Strategy and Competitive Advantage Series. Business Science Reference, 2020. 340 s. ISBN 978-1-7998-3650-6.
2. MANAGEMENT ASSOCIATION, INFORMATION RESOURCES. Start-Ups and SMEs: Concepts, Methodologies, Tools, and Applications: Concepts, Methodologies, Tools, and Applications. IGI Global, 2020. 546 s. ISBN 179981761X, 978-1-799-81761-1.
3. KARAOULANIS, Andreas. Small Business Management: A Road Map for Survival During Crisis.. Business Expert Press, 2020. 134 s. ISBN 978-1-9515-2735-8.
4. KAZUNGU, Brian. The Sme Handbook: The Small to Medium Enterprise Business Map. Amazon Digital Services LLC - KDP Print US, 2020. 111 s. ISBN 978-1-6543-6171-6.
5. POPAL, Pia. Small to Medium Sized Enterprises and Corporate Social Responsibility: The Role of International Networks. London : Routledge, 2019. 232 s. ISBN 978-042-951-629-0.

6. TENZIN, Tashi. Micro, Small and Medium Enterprise (MSMEs) in employment generation and its effects on Entrepreneurship. GRIN Verlag, 2018. 32 s. ISBN 978-3-6687-0442-8.

Syllabus:

Thematic definition of lectures:

1. Understanding and importance of SMEs

Characteristics of SMEs - quantitative and qualitative definition of SMEs with emphasis on the division of enterprises according to applicable EU legislation. The role and social, economic and political functions of SMEs in the national economy. The share of SMEs in the macroeconomic indicators of the Slovak Republic and its development. Specific forms of entrepreneurship as part of SMEs. (freelancers – self-employed farmers). Advantages and disadvantages of doing business in SMEs compared to large companies. External and internal barriers to SME development. Creating a suitable environment for SMEs by the state and the EU.

2. Establishment of the company and implementation of its activities in SMEs

Sequence of steps for the establishment and creation of SMEs. Definition and tasks business plan resulting from the corporate decision-making process. Identification of business plan beneficiaries. Proposal of a business plan comprehensive structure and documents forming part of it. Start up plan - business concept as a specific kind of a business plan which is prepared before starting a business. Characteristics and creation of start up budget. Specifics of marketing activities in SMEs. Marketing planning and marketing mix. Business activities. Cooperation of companies, possibilities of creating partnerships and business networks.

3. Personnel activities and employee remuneration

Organization of personnel work. Employment of specific groups of employees. The system of remuneration of employees in the company. Basic categories of employee remuneration. Wage conditions and wage benefits. Income from dependent activities, which are subject to income tax. Characteristics and features of income from dependent activity which are not subject to income tax. Income from dependent activities, which are not subject to income tax and the income exempt from the tax. Taxation of employee income - the method of taxation of income from a dependent activity by advance payments and the specifics of taxation of income from dependent work. Annual settlement of advances on income tax from dependent activities.

4. Taxation income of natural persons

Subject of the tax of a natural persons. Exemption from income tax. Division of taxable income into active and passive. Taxation of income from profit sharing. Income and expenses from business activities - either as a business entity or a sole proprietor - real evidence based incurred expenses, and application of flat-rate expenses. Taxable base of income tax. Tax rate for a NP. Quarterly and monthly advance tax pre-payments.

5. Social and health insurance.

Characteristics of the employee and employer contribution burden, the burden of contributions from service contracts and temporary work of students, and the burden of contributions for entrepreneurs. Social and health insurance for self-employed persons (Sole proprietorship): contribution duty for self-employed persons (Sole proprietorship), determination of base for premium payments, determination of the amount and advance payments for insurance. Contribution duty for newly established and business performing sole proprietorship. Annual premium settlement health insurance. Quantification of the amount of the employer's contribution obligations and their identification in the company's accounting.

6. Corporate Income Tax

Legal persons subject to corporate income tax according to Act no. 595/2003 on income tax. Determining the tax base or tax loss. Scheme for calculating the corporate income tax base. Definition of a subject of the tax and income exempt from income tax. Characteristics of tax expenses, limited tax expenses, tax expenses, which the ITA recognizes only after payment and nondeductible items in the tax return - nondeductible expenses. Tax rate from the corporate tax

base. Advance tax payments. Tax loss deduction. Remittance of a portion of the corporate income tax paid. Profit share taxation.

7. Family businesses

Definition of the term family business and characteristics of family businesses. Classification of family businesses - forms and types. Cultural patterns and developmental stages of family businesses. Peculiarities of family business management. Specifics of family firms. Ways of resolving conflicts in family business. Advantages and disadvantages of family business. Legislative barriers and succession problems in family businesses. Family businesses in EU. Current state of family business in the Slovak Republic.

8. Social businesses

Characteristics of social entrepreneurship and social enterprises as key players of the social economy. Definition and goals of social enterprises. Types of social enterprises. The concept of a hybrid organization, sheltered workshops and sheltered workplaces. Current legislation on social entrepreneurship in the Slovak Republic. Registered social enterprises and their types.

9. Local taxes and fees

Current local taxes in the Slovak Republic according to valid legislation: local taxes and fees for municipal waste and small construction waste, tax for a dog, for the use of public space, for accommodation, for vending machines, for non-winning slot machines, for an entry and parking of a vehicle in the historical part of the city and for nuclear equipment. Determination of the subject of the tax, tax base and the tax liability and tax assessment Characteristics of the real estate tax, determination of tax base, determination of tax-exempt real estates.

10. Indirect taxes

Definition of indirect taxes according to the valid legislative - definition of added value and definition of turnover. Determination of the taxable person - VAT payer, subject of the tax and tax base. Determination of goods and services to which the basic and reduced tax rate applies. Procedure for registration as a VAT payer. VAT payer registration procedure. Conditions for mandatory VAT registration. Conditions and motives for voluntary VAT registration. Conditions for claiming the excess VAT deduction/ tax refund. Filing a tax return for VAT.

11. Business environment and business regulation.

Definition of business environment. Introduction of the basic theoretical bases for the formation of business conditions. Business regulation and determining the information and regulatory obligations of business entities. Characteristics of individual methods of evaluating the quality of the business environment - factor, expert, mixed and economic-mathematical. Measuring the quality of the business environment using various indexes. Characteristics of the most famous international institutions identifying the conditions in which business takes place and the Slovak PAS (Business Alliance of Slovakia). Current state of the business environment in the Slovak Republic.

12. SME Support within the Slovak Republic

Characteristics of the SME national level support, which is implemented through state / public aid (individual ministries, SBA, SARIO, SIEA, CVTI SR, PPA, SZRB) and private aid (Association of Slovak Entrepreneurs, SZZ, SOPK) on the basis of legislation consisting of two initiatives: the Small Business Act and law on the support of small and medium-sized enterprises,

13. Support for SMEs in the EU environment

EU SME policy objectives. Institutional framework for EU support. Categories of EU support directly in the form of grants, loans and guarantees or through programs managed at national or regional level. Characteristics of individual EU programs, institutions and financial instruments to support SMEs (2- COSME, EU Programs and funds, European Investment bank, European Investment Fund, The CREATIVE EUROPE Program and the EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT (EBRD) and the JEREMIE Initiative.

Thematic definition of exercises:

1. Establishment and foundation of the enterprise

Solving practical examples of the establishment and foundation of a enterprise. Characteristics of life and limited liability companies as the most common legal forms of business in the field of SMEs. Comparison of advantages and disadvantages of these forms of business, especially in terms of administrative and financial burden in their establishment. Establishment of an imaginary enterprise in the form of life and a limited liability company in compliance with applicable legislative procedures.

2. Business plan and funding budget

A comprehensive example for drawing up a founding budget. Calculations of the annual budget of operating costs, working capital needs, total starting capital needs, foreign capital needs, interest rates, provided that the lack of equity will be covered by a bank loan. The draft annual budget of costs, revenues, and determination of the economic result. Calculation of profit after tax and determination of return on equity and total invested capital. Assessment of the effectiveness of the implementation of the business plan.

3. Remuneration of employees and taxation of income from dependent activity

Solving practical examples for calculating wages and taxing the income of natural persons from dependent activities. Scheme of taxation of income from dependent activity in advance. Calculation of the employee's insurance contributions, partial tax base, tax bonus, the amount of advances on income tax from dependent activity and net monthly income in the observed year, provided that the employee also had other cash and non-cash income in individual months. Elaboration of the employee's annual settlement with the additional application of all non-taxable parts of the tax base applicable by law.

4. Income taxation of natural persons

Solving practical examples of natural persons income taxation. Scheme for calculating the tax base for a taxpayer who has only one type of business income that is subject to the tax. Use of flat - rate expenses and their calculation. Principles for the application of non - taxable parts of the tax base and their calculation. Conditions for applying the progressive tax rate. Tax calculation. Calculation of the tax bonus and conditions of its application. Calculation of tax advances.

5. Taxation of combined income of natural persons

Scheme for calculating the tax base for a taxpayer who has several types of income that are subject to tax. Calculations of partial tax bases on this income. Calculation of the partial income tax base from dependent activity. Calculation of the partial tax base on income from business and other self - employed activity. Calculation of the partial tax base on rental income and on the use of work and artistic performance. Calculation of the special capital gains tax base. Calculation of the partial tax base on other income. Calculation of tax, tax bonus and tax advances.

6. The burden of contributions of self-employed persons revenues

Solution of practical examples for the calculation of the self-employed persons (Sole proprietorship) social insurance contribution burden. Method of calculating the actual assessment base. Calculation of assessment base and individual monthly contributions for types of social insurance. Solution of practical examples for the calculation of the self-employed persons (Sole proprietorship) health insurance contribution burden. Method of calculating the actual assessment base. Calculation of assessment base and monthly advances for health insurance.

7. Income taxation of owners of personnel, capital companies and cooperatives

Solution of practical examples for the calculation of income tax Legal Persons. Scheme of calculation of the tax base based on the application of deductible and addable items. Subsequently, the calculation of profit shares of individual partners - natural persons in various legal forms of business legal persons according to the Commercial Code, respectively. according to the adjustments in the partnership agreement and the taxation of the calculated profit shares - double taxation of the dividend, i.e. in the form of income tax natural persons in partners v.o.s and general partners k.s.

8. Family business

Analysis of specific examples of family businesses. Pointing out the dynamics of family business and entrepreneurial family administration. Description of the structure of tools and roles in its management. Defining the basic rules and procedures for setting up a family business. Conflicts in family business, with a special focus on succession issues. Design a family business.

9. Local taxes and their impact on SME localization

Solution of practical examples for the calculation of individual types of local taxes with emphasis on real estate tax - tax on land, apartments and buildings. Assessment of the possibility of exemption. Example of business location - selection of the most suitable location based on a comparison of the amount of tax burden in the case of relevant local taxes for a given business in different cities in Slovakia.

10. Calculation and administration of value added tax

Solving practical examples for the calculation of value added tax. Determination of the obligation to register as a VAT payer on the basis of turnover. Determination of the date of submission of the application for registration as a VAT payer and the date of payment of the tax liability. Calculation of the amount of tax liability in the case of business partners with the same VAT rate, calculation of the amount of tax liability in the case of business partners with an unequal VAT rate. Calculation of VAT deduction, assessment of conditions for its application.

11. Semester written work.

12. Social entrepreneurship

Identifying the basic factors of social entrepreneurship on the examples of specific social enterprises. Proposal for the establishment of a social enterprise: the concept of the idea, the definition of the goal, the determination of production activity and economic functioning.

13. Selected financial issues of small and medium enterprises

Presentation of the solution of tasks: identification of potential sources of financing of SMEs - subsidies, grants, microcredit, venture capital funds, etc., at the national, resp. European level, to find out and analyze the conditions for the possibility of drawing them and then to present the chosen procedure for obtaining an investor resp. the procedure for submitting an application for drawing funds from a selected source.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 49

A	B	C	D	E	FX
28.57	32.65	18.37	12.24	2.04	6.12

Lecturer: Ing. Miroslav Uhliar, PhD.

Course Leader: 14.05.2022 Ing. Slavka Šagátová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KSRaP NHF/ NNF21110/21	Title of course: Social Policy
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: 5% active participation in professional discussion, 20% individual written work, 15% presentation output from a case study, 60% exam	
Total study load (in hours):	
Teaching results: The aim of the course is to equip students with knowledge and basic analytical skills in relation to the main areas of interest of social policy as a scientific discipline and as a practical activity in a changing socio-economic environment. The student will gain the ability to independently perceive and analyze social problems and critically evaluate the proposed methods of their solution. To lead students to understand the relationship and application of criteria of economic and social efficiency in relation to various entities in the process of creating and implementing social policy. The subject is based on social theory, explains the types of social policy and develops basic knowledge of the theory and practice of social policy through knowledge about the functions of social policy, its social and economic conditionality, its principles, content and specific tools in our country and abroad. After completing the course, the student should be able to: Knowledge and understanding <ul style="list-style-type: none"> - understand the values, principles, and goals of social policy - be familiar with the theories, legislation, concepts and strategic documents related to the issue - be familiar with social policy identifiers in qualitative form, which will make it possible to examine economic phenomena from a quantitative point of view - understand the principles of functioning of social policy models - apply knowledge in practical situations and take a creative approach to solving specific social situations - understand socio-economic relations for their effective application in economic practice - to gain knowledge about the types, manifestations, structure and dynamics of social problems on a national, regional scale and about the relations between them - to gain knowledge about sources of information, methods of data collection and processing in the social field - synthesize the basic features of social theory in relation to the European environment Competence	

- ability to work independently with studies related to social policy
- openness to perception and interpretation of social phenomena and problems
- the ability to take the social aspect into account when solving practical economic problems

Skills

- apply the right methods, procedures and techniques in specific social situations in the field of creation as well as implementation of social policy
 - identify the responsibility of specific institutions according to competencies for social problems
 - interpret the results of analyzes in the social field
 - the ability to identify individual social benefits for beneficiaries in specific life situations
- discuss social problems and their possible solutions

Indicative content:

1. Social policy and its definition. Social awareness and social legislation. Stages of development and personalities of social policy in the European area. Social policy as a theory and practice.
2. Values of social policy. Principles and functions of social policy.
3. Definition of legal, economic and program instruments of social policy. Participation and roles of actors in social policy. Institutional and competence framework in the social field.
4. Market environment and social policy, transformation process of social sphere, decentralization, deregulation. The relationship between social and economic policy.
5. Social and economic problems. Transformation of social policy and its adaptation to new socio-economic and social changes, aspects of economic and subsequently social reform. Fiscal problems of social policy and their social causes.
6. Social policy and European integration, social protection systems in the EU, development and foundations of European social policy, social rights in the EU.
7. Typology of social policy models in selected EU countries. Economic performance and social consideration of social systems, solidarity and meritocracy in the social subsystems of the Slovak Republic.
8. Poverty and social exclusion, causes and manifestations of poverty, measurement of poverty, poverty and social inequalities, spatial and social context of poverty, target groups at risk of poverty and social exclusion, strategy to combat poverty and social exclusion, social inclusion policy. Rescue social network.
9. Definition of social security and its subsystems. Economic sustainability and efficiency of subsystems in the context of changing conditions.
10. Quality of life and society. Economics and quality of life, developmental aspects of quality of life. Factors and determinants of quality of life.
11. The position of education in society and its function, the role of the state and other subjects of educational policy. Equitable access to education. Rate of return on investment in education. Educational system in Slovakia. Current problems in the field of education.
12. Objectives and tools of housing policy, methods of financing, housing support, current problems. The role of housing policy in the social quality of life of the citizen, support for housing development in the countries of the European Union.
13. Health, its importance and place in society. Healthcare and health insurance. Definition of target groups, the role of the state, the market and the individual.

Support literature:

1. Sika, P. a kol.: Sociálna politika. Vydavateľstvo EKONÓM, 2018. ISBN 978-80-225-4544-0.
2. Dudová, I., – Stanek, V., – Polonyová, S.: Sociálna politika. Wolters Kluwer, 2018. ISBN: 978-80-8168-866-9.
3. Krebs, V. a kol.: Sociální politika, Wolters Kluwer, 2015. ISBN: 978-80-7478-921-2.
4. Spicker, P.: Social Policy: Theory and Practice. Bristol University Press, 2014. ISBN 9781447316107

5. Baldock, J., – Mitton, L. – Manning, N., – Vickerstaff, S.: Social Policy. Oxford University Press, 2011. ISBN: 978-0199570843.

Syllabus:

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 38

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
21.05	0.0	0.0	23.68	21.05	15.79	10.53	7.89	0.0	0.0	0.0	0.0

Lecturer: Ing. Michaela Nováková, PhD., Ing. Hana Poláčková, PhD., Ing. Simona Polonyová, PhD., doc. Ing. Eva Pongrácz, PhD., doc. Ing. Peter Sika, PhD., doc. Ing. Silvia Šipikalová, PhD., Ing. Roman Klimko, PhD., Ing. Andrea Lelovics

Course Leader: 24.01.2022 doc. Ing. Peter Sika, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB2210200/24	Title of course: Sociology
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Students are continuously evaluated during the semester in terms of activity at seminars. The final evaluation is based on the evaluation of their activities, the quality of the essay and the final test (25% : 25% : 50%).	
Total study load (in hours):	
Teaching results: The aim is to provide students with knowledge about sociology as a scientific discipline and key methodological approaches in the study of society, social relations and the quality of personal life. The goal of sociology teaching is to make students understand the nature of the society in which they live by better understanding their own behavior and addressing collective and interpersonal relationships. The course provides students with the basics of theoretical thinking and methodological preparation of research as well as critical thinking about contemporary social problems.	
Indicative content: At the beginning of the seminar is a lecture focused on theoretical questions and real problems examined within the key theme. The interpretation is complemented by empirical findings from research and sociological analyzes. Introduction to the course. Sociology as a science. History of sociology. Socialization of the individual. The individual in society. Social groups. Social stratification. Family and marriage. Social deviation. Culture in sociology. The state in sociology. Religions in sociology. Global challenges.	
Support literature:	
Syllabus: 1. Introduction to the course. 2. Sociology as a science. 3. History of sociology. 4. Socialization of the individual. 5. The individual in society. 6. Social groups.	

7. Social stratification. 8. Family and marriage. 9. Social deviation. 10. Culture in sociology. 11. The state in sociology. 12. Religions in sociology. 13. Global challenges.					
Language whose command is required to complete the course: English					
Notes:					
Assessment of courses Total number of evaluated students: 61					
A	B	C	D	E	FX
9.84	36.07	24.59	22.95	6.56	0.0
Lecturer: Mgr. Juraj Ondriaš, PhD.					
Course Leader: 09.04.2025 PhDr. Peter Csányi, PhD.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KM FPM/ MMB21032/21	Title of course: Strategic management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 10 % at exercise activity, 30 % seminar work, 60 % written exam	
Total study load (in hours): 156 h (participation in lectures 26 h, participation in seminars 26 h, preparation for seminars 26 h, elaboration of seminar work 26 h, preparation for exam 52 h)	
Teaching results: Knowledge: <ul style="list-style-type: none"> • to acquire knowledge of the causes and meaning of strategic management, • to acquire knowledge of theories and concepts of strategic management, • to acquire knowledge of methods of strategic analysis and synthesis, • to acquire knowledge of business and corporate strategies, • to acquire knowledge of methods of strategy implementation. Competence: <ul style="list-style-type: none"> • to perceive the enterprise creatively, cross-sectionally and compactly, to substantiate the meaning of its current and future existence, • to think creatively and critically about the company's goals, its position in the industry, in the business environment and about the strategy for achieving the goals in the present and the future, • to deduce fundamental and long-term conclusions from the broad picture of reality, which will result in sustainable business making meeting the criteria of social and environmental responsibility. Skill: <ul style="list-style-type: none"> • to acquire the ability to formulate the vision, mission and goals of the company, • to acquire the capacity to carry out an external strategic analysis in a particular company and to identify its possible positions in the industry, • to acquire the ability to develop an internal strategic analysis in a particular company and formulate its competitive advantage, • to acquire the ability to elaborate a strategic synthesis and formulate a business and corporate strategy in a particular company, # to acquire the ability to elaborate a process for implementing the strategy in a particular company. 	
Indicative content: Thematic definition of lectures:	

1. Introduction to strategic management
2. Target orientation of the company
3. Analysis of the external environment of the company
4. Predicting the development of the external environment
5. Analysis of the internal environment of the company
6. Strategic synthesis
7. Business strategies
8. Business strategies in selected situations
9. Corporate strategies
10. Management and evaluation of corporate portfolio
11. Strategy implementation: communication, organization and administration.
12. Strategy implementation: leadership, culture, power, internal conflict.
13. Strategic planning and informal strategy concepts.

Thematic definition of exercises:

1. Clarification of basic concepts of strategic management.
2. Strategic decisions, strategic thinking, strategic managers.
3. Formulation of the vision, mission and goals of the company.
4. Exploring the external environment of the company.
5. Predicting the development of the external environment of the company.
6. Examination of the internal environment of the company.
7. Strategic synthesis and formulation of business strategies.
8. Generic concepts of business strategies.
9. Business strategies in selected situations.
10. Identification and formulation of corporate strategies.
11. Methods of corporate portfolio evaluation.
12. Strategy implementation.
13. Referencing and evaluation of seminar papers.

Support literature:

Basic literature:

1. DESS, Gregory G. – LUMPKIN, G. Tom – EISNER, Alan B. – McNAMARA Gerry. Strategic management. Creating competitive advantages. Ninth edition. New York : McGraw-Hill Education, 2018. 592 s. ISBN: 978-1259098680.
2. GRANT, Robert M. Contemporary Strategy Analysis: Text and Cases. 9th revised edition. Hoboken : John Wiley & Sons, 2016. 848 s. ISBN 9781119941897.
3. ROTHARMER, Frank T. Strategic management. Concepts and Cases. 3rd Edition. New York : McGraw-Hill/Irwin, 2016. 526 s. ISBN 978-1259913747.

Supplementary literature:

1. BARON, Robert A. – HMIELSKI, Keith M. Essentials of Entrepreneurship. Elgar 2018. 384 s. ISBN 978 1 78811 590 2.
2. BRANDENBURGER, Adam. Strategy needs creativity. HBR March-April 2019.
3. BURNS, Paul. New Venture Creation. London : Palgrave MacMillan, 2014. 484 s. EAN 9781352000504.
4. GANS, Joshua – SCOTT, Erin L. – STERN, Scott. Strategy for start-ups. HBR May-June 2018.
5. MALNIGHT, Thomas W. – BUCHE, Ivy – DHANARAJ, Charles. Put the purpose at the core of your strategy. HBR September-October 2019.
6. MORDEN, Tony. Principles of Strategic Management. Third edition. Ashgate : Routledge, 2017. 640 s. ISBN 9781138297128.
7. NECK, Heidi M. – NECK, Christopher P. – MURRAY, Emma L. Entrepreneurship. The practice and mindset. London : SAGE, 2018. ISBN 9781506376158.

8. SCHMITT, Bernard H. Stratégia odvážnych. Bratislava : Eastone Books, 2010. 171 s. ISBN: 978-80-8109-121-6.
9. VOIGT, Kai I. – BULIGA, Oana – MICHL, Kathrin. Business Model Pioneers. Berlin : Springer, 2017. 215 s. ISBN 978-3-319-38845-8.

Syllabus:

Thematic definition of lectures:

1. Introduction to strategic management

Definition of the term strategy. Development of theory and practice of strategic management. Development phases of strategic management. Concepts of strategic management. Strategic management process. Levels of strategic management. Executors of strategic management. Strategic thinking.

2. Target orientation of the company

Vision. Mission. Identification of business. The relationship between mission and vision. Mission change. Stakeholders. Mission as a document. Strategic intent. Objectives and hierarchy of objectives. Content of objectives. Formulation of goals.

3. Analysis of the external environment of the company

The nature of the external environment. Macro environment analysis. Industry environment analysis. Parameters and driving forces of the industry. Competitive forces. Monitoring and predicting the behavior of competitors. Evaluation of the overall attractiveness of the industry.

4. Predicting the development of the external environment

Forecasting and forecasting process. Anticipation and adaptation in a volatile external environment. Prognostic methods. Mathematical and statistical methods. Heuristic methods. Goal oriented methods. Anticipating strategic surprises.

5. Analysis of the internal environment of the company

Classification of elements of the internal environment. Competitive advantage. Conditions for the creation of a competitive advantage. Models of competitive advantage. Multivariate analysis of competitive advantage. Sustainability of competitive advantage. Process and methods of internal analysis.

6. Strategic synthesis

SWOT table. Compilation of the strategy according to the SWOT table. Offensive and defensive strategies. Strategy compilation according to the SPACE method. Strategy as a tension between goals and resources. Organization of work in formulating strategy. Strategy visualization. Strategy selection.

7. Business strategies

Contingent typology of business strategies. Generic typologies of business strategies: Porter, Hall, Mintzberg, Miles and Snow, Nelson Valverde. Typology of strategic hours. Best cost strategy (Porter's typology + hybrid strategy).

8. Business strategies in selected situations

Strategies adapted to the structure of the industry. Strategies adapted to the life cycle of the industry. Strategies adapted to the company's position in the industry. Strategies for small enterprises. Strategies for enterprises in crisis. Strategies in cyclical sectors. Strategies in a dynamic and complex environment. Blue ocean strategy.

9. Corporate strategies

Company growth and development. Concentration on one business and transition to diversification. Corporate advantage. Growth strategies. Concentration strategy. Vertical integration strategy. Related diversification strategy. Unrelated diversification strategy. Alliance strategy. Acquisition strategy. Stabilization strategy. Revitalization strategies. Decline strategies.

10. Management and evaluation of corporate portfolio

Characteristics of corporate strategy. Portfolio analysis methods. BCG matrix and its modifications. GEC matrix. Shell matrix. Industry life cycle matrix. Parent matrix. Evaluation

of strategic parameters of business units. Formulation of corporate strategy. Managing a multi business company

11. Strategy implementation: communication, organization and administration.

Structure and conditions of strategy implementation. Communication during implementation.

Creating a suitable organizational structure. Alignment of the organizational structure with the strategy. The approaches to the organizational structure influenced by the strategy. Integration and integration mechanisms. Administrative tools. Balanced Scorecard concept. Control systems. Remuneration.

12. Strategy implementation: leadership, culture, power, internal conflict.

Strategic leadership. Company culture. Open cultures. Interests and power. Power bases.

Leader as a coach, agile and prompt leadership. Political skills. Bureaucratic skills. Limits of bureaucracy. Internal conflict.

13. Strategic planning and informal strategy concepts.

Comparison of formal and informal concept of strategy creation. Informal methods and procedures for creating a strategy. Effectiveness of informal methods and procedures of strategy creation. Strategic planning process. Formal documentation of strategic planning. Demands, expectations and paradoxes of strategic planning. Strategic planning in practice. Business models. Thematic definition of exercises:

1. Clarification of basic concepts of strategic management.

Recapitulation of knowledge from the course of Management, the meaning of strategic management, the causes of nascence of strategic management, the content of strategy, strategy versus tactics, the role of competition in strategy formulation, internal and external assumptions for the implementation of effective strategic management.

Assignment of seminar work.

2. Strategic decisions, strategic thinking, strategic managers.

Executives of strategic management. Thinking of strategic managers. Planned and unplanned business strategy. Strategic and tactical decision making. Chapter 1. collections of case studies:

1.1 Generals in ties

1.2 Unplanned and spontaneous strategy

1.3 Strategic managers and strategic thinking

1.4 Strategic and tactical decisions

3. Formulation of the vision, mission and goals of the company.

Target orientation of the company. Reconciliation of values, vision, mission and goals of the company. Content of values, mission, vision and goals of the company. Chapter 2. :

2.1 Formulation of Henkel's company values

2.2 Steve Jobs - the greatest visionary of the IT business

2.3 Formulation of the mission of Virtual Reality Media company

2.4 Company goals

4. Exploring the external environment of the company.

Macro environment analysis. Analysis of the industry and competitive environment. Factors influencing the development of the industry. Identification of strategic groups in the industry.

Chapter 3. :

3.1 Analysis of the technical-technological environment

3.2 Industry analysis of the chemical industry

3.3 Driving forces of business making in industrial branches

3.4 Industry of construction design

5. Predicting the development of the external environment of the company.

Predicting the development of the macro-environment and industry environment of the company based on the identification and prediction of driving forces and the creation of strategic scenarios.

Chapter 4. :

4.1 Business making in wellness
4.2 Foresight in food developments
4.3 The future of electro mobility
4.4 The end of the newspaper?

6. Examination of the internal environment of the company.
Competitive advantage analysis, application of VRIO method, sustainability of competitive advantage. Long-term metamorphoses of the development of the competitive advantage of a mature company. Competitive advantage of a small nascent company. Chapter 5. :

5.1. Examination of Beiersdorf's company competitive advantage
5.2 The structure of the competitive advantage of Komárno Printers company
5.3 Startup Addwork

7. Strategic synthesis and formulation of business strategies.
Application of SWOT synthesis, SPACE, the concept of the blue ocean and bold thinking.
Chapter 6. :

6.1 Kofola - how to beat Coca-Cola and Pepsi-Cola?
6.2 Formulation of business strategy of VTS CR
6.3 Formulation of Xiaomi's business strategy
6.4 Railway transport development strategy
6.5 Developing a strategy of audacious thinking

8. Generic concepts of business strategies.
Application of generic business strategies. Cost leadership, differentiation and specialization strategy. Chapter 7. :

7.1 Retail networks
7.2 Medusa Group
7.3 Aerospool
7.4 Application of selected typologies of business strategies

9. Business strategies in selected situations.
Application of the strategy of a small nascent company, the strategy of a company in a mature industry, the strategy of a company in a dynamic and complex environment and in a crisis.
Chapter 8. :

8.1 Strategy of small nascent company
8.2 Banking in Slovakia
8.3 Strategies in a dynamic and complex environment
8.4 Strategy for companies in crisis

10. Identification and formulation of corporate strategies.
Application of related diversification strategy, unrelated diversification, vertical integration and acquisition strategy. Chapter 9. :

9.1 Matador Holding, Co.
9.2 Penta Investments, investment group
9.3 Zara, Co.
9.4 Kofola, Co.

11. Methods of corporate portfolio evaluation.
Application of BCG matrix with multiple coordinate systems, GEC matrix, industry life cycle matrix and parent matrix. Chapter 10. :

10.1 BCG matrix
10.2 Philip Morris portfolio
10.3 Industry Life Cycle Matrix
10.4 Ironworks Podbrezová
Submission of seminar work.

12. Strategy implementation.

Application of strategy implementation tools. Communication, organizational structure, corporate culture, BSC method. Chapter 11. : 11.1 Communication as a tool for strategy implementation 11.2 Samsung Corporation - adaptation to changes in the business environment 11.3 Corporate culture as a tool for strategy implementation 11.4 Application of the Balanced Scorecard method in the implementation of strategy in a passenger rail transport company 13. Referencing and evaluation of seminar papers. Granting of the record to AIS.					
Language whose command is required to complete the course: English					
Notes:					
Assessment of courses Total number of evaluated students: 72					
A	B	C	D	E	FX
6.94	19.44	11.11	27.78	16.67	18.06
Lecturer: prof. Ing. Štefan Slávik, CSc.					
Course Leader: 14.05.2022 prof. Ing. Štefan Slávik, CSc.					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KF NHF/NNB21106/21	Title of course: Taxation
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 6	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Active forms of teaching 40%: • Individual work, activity 5% • Continuous papers 35% Written exam 60%	
Total study load (in hours): Total student workload in hours - daily: $6 \times 26 = 156$ hours Independent load for individual educational activities: participation in lectures 26 h, participation in exercises 26 h, preparation for exercises 13 h, problem solving and activity in exercises 13 h, preparation for continuous papers 26 h, preparation for exam 52 h.	
Teaching results: <ul style="list-style-type: none"> • Upon successful completion of the course, students will have a comprehensive view of the use of taxes as an important tool of economic policy of the state. • Students will be able to use basic procedures for calculating the tax liability of natural and legal persons. • Students will understand the basic knowledge and context not only in the field of economics with a focus on finance, banking, and insurance, but also economic, social and regional policy, public and corporate finance and tax theory and policy. • Students will have the ability to process empirical analyzes and forecasts using mathematical-statistical apparatus and methodological procedures. Upon successful completion of this course, students will be able to: Knowledge: <ul style="list-style-type: none"> a / understand that the process of assessment and collection of taxes is governed by certain rules - tax principles, respectively principles. b / understand that the adoption of measures in the field of taxation is closely connected with the applied economic policy of the state, c / understand the basic procedure of personal income taxation, adjustment of the tax base and the final tax liability of natural persons, d / assess the tax aspect of the deductibility / non-deductibility of the expense (cost) in connection with the determination of the physical tax base, respectively legal person, 	

e / apply the basic mechanisms for determining the tax liability of property taxes as well as motor vehicle taxes.

f / understand and apply the VAT mechanism in tax practice - in the country, in the EU as well as in contact with third countries,

g / use a professional conceptual apparatus and master basic tax skills,

h / understand the basic principles and procedures of taxation of goods subject to excise duties.

ch/ to acquire and understand essential facts, concepts, principles, and theories related to the functioning of the national economy, public and business finance, taxes, the banking and insurance sectors.

Competences:

a / make proper use of specific technical terms used in the field of tax theory and policy,

b / master general knowledge and skills in the field of taxation to create a precondition for students to acquire further cognitive and individual knowledge,

c / to create a theoretical and application basis for the dissemination of knowledge in the field of all taxes to students at the 2nd level of study, will be implemented by specialized subjects taught in the specialization Taxation.

d / ability to take a critical look at the implemented procedures and to further develop the professional aspects of one's social and working life,

e / the ability to adopt a culture of thinking and cognition, as well as to work in diverse groups of professional teams.

Skills:

a / calculate and interpret the amount of the tax burden of entities at the national and international level,

b / quantify the partial bases of personal income tax, adjust the common tax base of natural person,

c / calculate and adjust the final tax liability of natural person,

d / get acquainted with the structure and content of the tax return of a natural person,

e / clarify the system of determining and adjusting the corporate tax base,

f / calculate the tax base and tax for property taxes, get acquainted with the content and structure of the tax return for real estate tax,

g / understand the principle of motor vehicle taxation,

h / explain the principle of operation and calculation of VAT in the country, the EU, in third countries,

ch / perform basic calculations related to excise taxes.

i / specify and propose measures concerning the change of policies of management entities, work with standard tools of economic and financial policy used in decision-making of public and private sector entities,

j / to maintain contact with the latest development according to the focus of the study program and to continue the study smoothly at the 2nd level of study.

Indicative content:

Lectures

1. Clarify the objectives of state tax policy and the issue of tax optimization. To explain tax principles.

2. Calculate the tax burden of entities.

3. Characterize the tax, criteria of division and redistribution of taxes, categorize the valid Slovak tax system.

4. Explain and apply to the conditions of practice the basic and secondary features of taxes.

5. To characterize the income tax of a natural person, to categorize the income into groups according to the type of income, to calculate the common tax base.

6. Adjust the common tax base for non-taxable parts of the tax base, calculate the tax liability and adjust the calculated tax for tax bonuses.

7. Clarify the principles of corporate income taxation, adjustment of the tax base for addable and deductible items, calculation of corporate tax.
8. Assess and analyze the tax deductibility of expenses (costs) of entities.
9. Define, categorize, and apply the issue of local taxes.
10. Explain and interpret the position of value added tax in the national as well as in internationally.
11. Explain the principles of applying VAT in the internal market, in relations with EU Member States as well as with third countries.
12. Clarify the mechanism of operation of VAT in the country.
13. Outline the position and system of calculation of excise taxes in the tax system of the Slovak Republic.

Active form of teaching:

1. Introduction - organizational instructions.
2. Basic terminology, general information about the Slovak tax system, functions and requirements of taxes, introduction to income tax propaedeutics.
3. Personal income tax - monthly tax period.
4. Non - taxable part of the tax base - theory and personal income tax - annual tax period.
5. Personal income tax - annual tax period.
6. Corporate income tax - annual tax period.
7. Personal and corporate income tax - annual tax period - summary and recurrence.
8. First semester test on the issue of income tax. Property taxes.
9. Motor vehicle tax.
10. VAT.
11. VAT, excise duties.
12. Second semester test on the issue of property taxes and VAT.
13. Corrective semester test.

Support literature:

Tax Policy Design:

Bird, Richard M. and Wilkie, J. Scott (2012): Designing Tax Policy: Constraints and Objectives in an Open Economy. International Center for Public Policy (IECPP) Working Paper 78. April 2012, <https://scholarworks.gsu.edu/icepp/78>

EU Tax Policy:

European Union, 2015: Taxation – promoting the internal market and economic growth: towards simple, fair and efficient taxation in the European union. https://taxation-customs.ec.europa.eu/system/files/2016-09/taxation_internal_market_en.pdf

Fact sheets on the European Union: General tax policy <https://www.europarl.europa.eu/factsheets/en/sheet/92/general-tax-policy>

Fact sheets on the European Union: Indirect taxation <https://www.europarl.europa.eu/factsheets/en/sheet/81/indirect-taxation>

Fact sheets on the European Union: Direct taxation: Personal and Company Taxation <https://www.europarl.europa.eu/factsheets/en/sheet/80/direct-taxation-personal-and-company-taxation>

EU Tax Harmonization:

Nerudova, Danuše. (2004). Tax competition and tax harmonization in the European Union. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*. 52. 135-144. https://www.researchgate.net/publication/276349665_Tax_competition_and_tax_harmonization_in_the_European_Union

publication/276349665_Tax_competition_and_tax_harmonization_in_the_European_Union

Tax Principles:

OECD (2014), Addressing the Tax Challenges of the Digital Economy, OECD/G20 Base Erosion and Profit Shifting Project, OECD Publishing (chapter 2 – Fundamental principles of taxation), <http://dx.doi.org/10.1787/9789264218789-en>

AICPA (2017). Guiding principles of good tax policy: A framework for evaluating tax proposals. Tax Policy Concept Statement 1. Association of International Certified Professional Accountants, 2017. <https://us.aicpa.org/content/dam/aicpa/advocacy/tax/downloadabledocuments/tax-policy-concept-statement-no-1-global.pdf>
Slovak National Tax Legislation: Ministry of Finance of the Slovak Republic: Section Taxes, Customs and Accounting, <https://www.mfsr.sk/en/taxes-customs-accounting/>

Syllabus:

Language whose command is required to complete the course:
english

Notes:

Assessment of courses

Total number of evaluated students: 43

A	ABS	ABSP	B	C	D	E	FX	NBSP	NEABS	np	p
18.6	0.0	0.0	27.91	39.53	11.63	2.33	0.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Marcela Rabatinová, PhD., doc. Ing. Juraj Válek, PhD.

Course Leader: 14.09.2023 doc. Ing. Juraj Válek, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KCR OF/OOC25028/25	Title of course: Technique of Creating Products in Tourism (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 5	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40 % preparation and presentation of semester work 60 % written exam	
Total study load (in hours): Work load: 130 hours Attendance at lectures: 26 hours Participation in seminars: 26 hours Preparation for seminars, processing of the semester project: 26 hours Exam preparation: 52 hours	
Teaching results: Knowledge The student will acquire knowledge in the field of creating a package tourism product with an emphasis on the individual services entering into this process and the specifics of their contracting. The student will be able to analyze the possibilities of combining different types of transport - air, ship, railway, coach transport in connection with secured accommodation services and create a calculation of the mentioned transport from the position of the carrier. He will learn to effectively integrate the visit of attractions/events into a package product, including catering services, guide services as well as comprehensive travel insurance. Skills The student will be able to synthesize and subsequently apply theoretical knowledge related to the preparation of an offer for the customer not only in the form of a separate service, but mainly in the form of a package of services. He will be able to create work groups, manage them, work in a team and improve his communication skills. Competencies The graduate of this subject will be prepared for competence in the creation of a tourism product offer. He will analyze, budget and decide on a set of service packages that will be specific to the destination. The acquired competences will enable the student to improve his critical thinking in the creation of tourism products, considering the possibilities of combining different types of transport as well as additional tourism services.	
Indicative content:	

The subject is aimed at acquiring knowledge, competence and skills for the successful creation of tourism products not only in the form of a separate service, but mainly in the form of a package of services. The subject focuses on the gradual processing of a complex offer - a tour with elements of learning/experiences, which is fully applicable in the product portfolio of a travel agency. The technique of preparation, contracting and creation of a product that tourism businesses offer to the customer are the content and result of the student's final semester work.

Support literature:

Basic literature:

1. INKSON, C, - MINNAERT, L. Tourism management: an introduction. London: Sage, 2022, 480 p. ISBN: 9781529758467

Support literature:

2. DILEEP, M. R. - PAGLIARA, F. Transportation Systems for Tourism. Switzerland: Springer International Publishing, 2023, ISBN 9783031221279

3. CORREIA, A. International Case Studies in Innovation and Entrepreneurship in Tourism. Routledge/Taylor & Francis Group, 2024, 238 p. ISBN 9781032487953

4. MICHÁLKOVÁ, A. et al. Economics of Tourism. Regional Aspects. Vysoká škola evropských a regionálních studií, 2023, 138 p. ISBN 9788075561213

5. ROBINSON, P. - LÜCK, M. - SMITH, S. Tourism. Boston: CABI, 2020, 472 s. ISBN 9781789241518

Syllabus:

1. Theoretical starting points for operations in the processes of realization of provided services, which are part of tourism products. Basic and additional services included in the package product.

2. Air transport. Fundamental changes in air transport in the recent period. Categorization of passenger air carriers with emphasis on the range of services provided and their specifics. Air transport contracting for organized tourism.

3. Catering services in air transport and their contracting. Air transport product distribution. Transport values in air transport.

4. Algorithm of preparation of airline charter flights in practice. Preparation, implementation, evaluation of the season. Costs involved in the implementation of charter flights. Calculation of the charter air transport product.

5. Railway and coach transport. Institutional security, their incorporation into the package product from the aspect of passenger transportation as well as experience. Specifics of contracting in organized tourism.

6. Water transport and its use divided into river and sea transport. Requirements for transport companies from the aspect of permission to sail, berthing in ports in practice. Caring for passengers during the voyage and while the ship is anchored. Contracting of various types of water transport services for the purposes of organized groups.

7. Contractual provision of accommodation capacities for the purposes of organized groups. The need to coordinate accommodation with transfers and other activities of the organized group. Early check-in, late-check-out, options for alternation of paid catering services.

8. The importance of the diversity of the offer of attractions included in the package product and their classification. Entrance prices, their differentiation according to the size of the organized group, or special requirements of the client. An entrance package consisting of a set of attractions.

9. Guide services. Legal framework for guiding activities. Specifics of individual positions. Economic aspects. Salary of the guide and per diem according to the law. Certified guides for defined attractions/destinations.

10. Factors for choosing suitable catering establishments for the purposes of organized groups abroad. Principles of setting up courses in selected countries in terms of local specifics.
11. Client insurance in the tourism industry. Components of comprehensive travel insurance and its financial limits. Obligations of the insured, insurance company, exclusions from insurance. Financial relations between the travel agency and the insurance company. Algorithm for solving an insurance claim.
12. Finalization of the created product package from the marketing aspect. Creation of digital content on social networks. Legislative restrictions. Software tools needed to create digital content.
13. Product development, its distribution, and marketing communication in the tourism destination. Collaboration in the creation of the destination's product. Distribution of the destination's product. Marketing communication of the tourism destination.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: doc. Ing. Ľubica Šebová, PhD., Ing. Miroslava Čukanová, PhD., Ing. Alexander Fräsch, PhD.

Course Leader: 27.03.2025 doc. Ing. Ľubica Šebová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMPV FMV/ VVB22020/23	Title of course: The Constitutional System of the United States
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Seminar paper 40% Written exam 60%	
Total study load (in hours): 104 hours, of which participation in seminars 26 h, preparation for lessons 26 h, preparation for the exam 52 h	
Teaching results: The course aims to acquaint students with events, fundamental documents and court landmarks related to the adoption and interpretation of the United States Federal Constitution and its amendments. At the same time, the aim is to equip the student with basic terminological apparatus and a set of knowledge related to various aspects of the horizontal and vertical division of power in the United States of America. Knowledge: The content of the seminar will consist of two parts. In the first part, students present seminar papers on the issue of individual amendments to the constitution and analyze the critical landmarks of the US Supreme Court, which formed the legal practice. The second part of the seminar focuses on understanding the functioning of the US constitutional system and its elements according to the attached syllabus. Competences: After completing the course, the student can independently describe, analyze, explain and critically evaluate individual aspects of the US constitutional and political system. Skills: Through this course, the student improves the ability to compare different political models, sensitively distinguish between different political cultures, analyze the impact of European political thought on the political development of the United States, and vice versa, explain the impact of American politics on political developments in Europe; the student is also ready to further focus on the issues of the political system, domestic and foreign policy of the United States of America.	
Indicative content: Indicative content: 1. The political-philosophical context of American constitutionalism: codified / uncoded constitutions, the influence of social contract theories, republicanism and democracy in the United States, republican and liberal conceptions of freedom	

2. Historical roots of American constitutionalism I.: colonial charters, escalation of tension before the outbreak of the War of Independence, First Continental Congress, Second Continental Congress, Declaration of Independence, new constitutions of states, Articles of the Confederation
3. Historical roots of American constitutionalism II.: constitutional convention and constitutional debates, the process of ratification and implementation of the constitution, the Bill of Rights, the doctrine of incorporation
4. Selected issues of American constitutionalism: specifics of the implementation of the separation of powers principle in a comparative perspective, interpretation of the constitution (originalism, pragmatism, other approaches), binding interpretation of the constitution, initiating amendments to the constitution, ratification of amendments, categorization of amendments
5. Federalism in the USA I.: federation and confederation, issues of states' sovereignty in the context of the American Civil War, dynamics of American federalism, sources of the federal government and state power, milestones of American federalism
6. Federalism in the USA II.: fiscal federalism, categorical grants, block grants, general revenue sharing, state governments, local governments, special districts
7. Legislative power: powers of Congress, House of Representatives, Senate, political parties in Congress, Congress Committees, stages of the legislative process
8. Executive power: president and constitutional resources of presidential power, executive directives of the president, the role of the president over time, the role and position of the vice-president, the government cabinet
9. Judiciary: constitutional foundations of the judiciary (judicial review, supremacy of federal courts and federal law), organization of the US judiciary, functioning of the US Supreme Court
10. Elections and electoral systems in the USA I.: types and forms of political representation (promissory, anticipatory, gyroscopic, surrogate), suffrage and suppression of voting rights, primary elections
11. Elections and electoral systems in the USA II.: congressional elections, presidential elections, the US Electoral College, campaign fundraising
12. The party system in the USA: the nature of political parties, the history of the party system and the various phases of the US party system
13. The stability of the US constitutional system and its ability to respond to current political challenges: the life of civil society, a critical discussion of problematic aspects of the political system and the issue of respect for human rights in American society

Support literature:

- HAMILTON, A. – MADISON, J. – JAY, J.: The Federalist Papers. Skyhorse Publishing, 2019.
- BERKIN, C. – MILLER, C. – CHERNY, R. – GORMLY, J.: Making America. Cengage, 2008.
- CHEMERINSKY, E.: Constitutional Law: Principles and Policies. Wolters Kluwer, 2015.
- STEPHENS, O. – SCHEB, II, J.: American Constitutional Law: Civil Rights and Liberties, Volume II. Wadsworth Publishing, 2008.
- SMITH, R. A.: The American Anomaly. U.S. Politics and Government in Comparative Perspective. Routledge, 2019.
- BREWER, M. D. – MAISEL, L. S.: Parties and Elections in America. The Electoral Process. 9th ed. Rowman & Littlefield, 2021.
- KAZIN, M. et al. (eds.): The Princeton Encyclopedia of American Political History. Princeton University Press, 2010.
- KERNEL, S. et al.: The Logic of American Politics. 9th ed. Sage, 2020.
- KOLLMAN, K.: The American Political System. 2nd ed. W. W. Norton & Company, 2015.
- KYVIG, D. E.: Explicit and Authentic Acts: Amending the U.S. Constitution, 1776–2015 with a New Afterword. University Press of Kansas, 2016.
- DAVIDSON, J. W.: A Little History of the United States. Yale University Press, 2015.

ROZELL, M. J. – WILCOX, C.: Federalism. A Very Short Introduction. Oxford University Press, 2019. Constitution of the United States					
Syllabus:					
Language whose command is required to complete the course: English language					
Notes:					
Assessment of courses Total number of evaluated students: 22					
A	B	C	D	E	FX
22.73	63.64	9.09	4.55	0.0	0.0
Lecturer: PhDr. Michael Augustín, PhD.					
Course Leader: 19.04.2023					

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KCR OF/OOC25022/25	Title of course: Travel and Tourism Management (in English)
Type, load and method of teaching activities: Form of course: Lecture / Practical Recommended load of course (number of lessons): Per week: 2 / 2 Per course: 26 / 26 Method of study: present	
Number of credits: 7	
Recommended semester/trimester of study:	
Degree of study: II., N	
Prerequisites:	
Requirements to complete the course: 40 % continuous semester activities 60 % written exam	
Total study load (in hours): Total workload: 182 hours Attendance at lectures: 26 hours Attendance at seminars: 26 hours Preparation for seminars: 26 hours Work on continuous activities: 52 hours Preparation for the final exam: 52 hours	
Teaching results: Knowledge A student acquires a comprehensive set of knowledge about tourism management as a fundamental tool for the systematic development of tourism in a destination. Insights into the system of state and regional tourism policies and the system of tourism support form a foundation for professional orientation in the field, fostering analytical and critical thinking. These provide a starting point for applying knowledge in destination management within specialized organizations. During seminars, students will apply the covered topics to specific destinations of international importance and international companies operating in the global tourism market. Skills By studying strategic documents and plans from Destination Management Organizations (DMOs), the student will develop skills in creating relevant documents and plans tailored to the conditions of tourism destinations. Experience in teamwork on project development fosters the student's ability to collaborate in professional settings. Additionally, students will gain skills in collecting and processing data at regional, national, and international levels. Working with several English-language documents will help students acquire active knowledge of standard English terminology, a prerequisite for international tourism communication. Competencies The core subject provides a foundation for students to pursue careers as destination managers in regional and local tourism organizations, managerial roles in tourism development and management in regional institutions (county or municipal offices), or positions of national significance (e.g.,	

Ministry of Tourism and Sports of the Slovak Republic, Associations of Cities and Municipalities). Students may also work as managers or leaders of project teams for specialized tourism projects at regional, interregional, or international levels.

Indicative content:

A comprehensive overview of tourism management at regional, national, and international levels. The system and principles of tourism management in destinations. State and local government policies in the field of tourism. Tourism development strategy. Risk and crisis management in tourism. Tourism policy in line with the recommendations of the UN WTO and in compliance with the legal and conceptual documents of the European Union. Measurement and evaluation of competitiveness and the impact of foreign direct investments on the sustainable growth of tourism.

Support literature:

1. PAGE, Stephen J. - CONNELL, Joanne. Tourism: A modern synthesis. New York: Routledge, 2020. 633p. ISBN 978-1-003-00552-0.
2. BEIRMAN, David. Restoring tourism destinations in crisis: A strategic marketing approach. London: Routledge, 2020. 304p. ISBN 9781000247183.
3. ELLIOT, James. Tourism: Politics and public sector management. London: Routledge, 2020. 296p. ISBN 9781000158731.
4. INKSON, Claire., - MINNAERT, Lynn. Tourism management: an introduction. London: Sage, 2022. 480p. ISBN 9781529784152.
5. ROBINSON, Peter - LÜCK, Michael - SMITH, Stephen L. J. Tourism. Boston: CABI, 2020. 480p. ISBN 9781789241488.

Syllabus:

1. Tourism Management: Basic Foundations. Theoretical aspects of tourism management. The character of a destination from the perspective of an extended tourism product – product management in tourism.
2. Destination Management in Tourism. Characteristics, functions, and roles of destination management and marketing organizations.
3. State Tourism Policy following the Slovak Government's Program. Coordination of state policy from the perspective of destination management. Strategic tourism management in Slovakia. Tourism development strategy in Slovakia.
4. Executive Competencies of the Slovak State Administration in Tourism. National marketing organization – Slovakia Travel.
5. Risks in Tourism. Report on current risks according to the World Economic Forum and its application to international tourism conditions. Economic, environmental, geopolitical, social, and technological risks. Risks that have recently manifested in international tourism.
6. Crisis Management in Tourism Destinations. Economic, environmental, social, and health risks; informational and technological risks; risks related to tourism services.
7. International Management in Tourism. Internationally significant tourism organizations, their competencies, roles, and place in international tourism management.
8. Competitiveness of Destinations as a Fundamental Pillar of Success. Evaluation of competitiveness at international and national levels. Assessment of selected criteria with a focus on tourism policies and priorities in Slovakia and abroad.
9. Modeling Tourism Country Efficiency. Selected methods for evaluating efficiency as a basis for a robust assessment of the competitive position of countries.
10. The European Union and Tourism. Institutional support and strategic development of tourism in the EU. Europe as a leading global tourism destination. Support for regions through ESIF – involvement of Slovak regions in cross-border and interregional cooperation with a focus on tourism.

11. Foreign Investments and Tourism. General conditions for foreign investments and their specifications in building tourism infrastructure and suprastructure. Analysis of conditions for foreign direct investments (FDI) in selected countries, with a focus on tourism.
12. Investments in Brownfields for Tourism Needs. Implemented projects abroad. Best practices, case studies on brownfield or blackfield project implementation for tourism purposes in Slovakia.
13. International Tourism Management in the Context of Paradigm Shifts. Future development trajectories and their impact on changes in tourism management.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: Mag. (FH) Radúz Dula, PhD., doc. Ing. Roman Lacko, PhD., doc. Ing. Paulína Krnáčová, PhD.

Course Leader: 27.03.2025 doc. RNDr. Kvetoslava Matlovičová, PhD.

DESCRIPTION OF COURSE

University: University of Economics in Bratislava	
Faculty:	
Course code: KMEVaHD FMV/ VVA22038/24	Title of course: Women in foreign politics (in English)
Type, load and method of teaching activities: Form of course: Practical Recommended load of course (number of lessons): Per week: 2 Per course: 26 Method of study: present	
Number of credits: 4	
Recommended semester/trimester of study:	
Degree of study: I., N	
Prerequisites:	
Requirements to complete the course: Final grading consists of a of an active participation on the lecture during the teaching part (20%), and the preparation of assignments for individual chapters and the presentation of the proposed solution (80%). The requirement for a successful completion is to have 51% of the points in total.	
Total study load (in hours): Účasť na seminároch 26h, príprava na semináre 12h, praktická časť vypracovania prípadovej štúdie 20h, príprava návrhu riešenia a prezentácie prípadovej štúdie 20h.	
Teaching results: In the knowledge of the foundations of the theories of international relations and their functioning, put information about women's issues and apply this knowledge to current events in the field of international politics, especially diplomacy. Obtaining basic information about gender equality, equal opportunities, inclusion and diversity in the functioning of international relations. Reflection of analytical levels (international system, state and non-state actors) and the most important phenomena of gender equality in relevant theories. After completing the course, students will have the following knowledge: a. They will have advanced knowledge and will be able to use relevant terms and have a broad knowledge of gender equality, equal opportunities, inclusion and diversity in foreign policy and diplomacy in both local and global contexts. b. They will understand the development of feminist narrative in Slovakia and will be able to evaluate historical and social barriers and their impact on the current position of women in Slovak foreign policy and diplomacy. c. They will be able to identify and analyse the main obstacles and barriers specific to women in the field of foreign policy and diplomacy. Furthermore, they will be able to discuss them and base their arguments on the data and results of quality research. d. Students will know the solutions and be able to analyse recommendations for improving gender equality, equal opportunities, and inclusion and diversity in foreign policy and diplomacy. After completing the course, students will have acquired the following practical skills: a. They will be able to apply concrete steps to improve inclusion and diversity in the workplace in the field of foreign policy and diplomacy, at the level of the individual, the collective, the institution and society as a whole.	

b. They will be able to apply theoretical knowledge in the analysis of gender equality in current foreign policy and diplomacy and formulate arguments and opinions based on quality data and research.

c. They will know the most common self-limiting behaviours and be able to apply specific strategies to eliminate them.

After completing the course, students will have acquired the following competencies:

a. They will be able to recognise stereotypes and double standards in work and everyday life and will be able to approach them effectively once they encounter them.

b. Through the use of elements of global education, they will improve their practical skills, such as analytical and critical thinking, argumentation, problem solving, communication skills, assertiveness, etc.

c. They will become a positive driving force in society and in the workplace and will thus be an added value for Slovak foreign policy and diplomacy.

Indicative content:

Concepts and terminology in the field of gender equality, equal opportunities, inclusion and diversity. Concepts and terminology in the field of gender equality, equal opportunities, inclusion and diversity. Stereotypes, prejudices, double standards and self-limiting behaviours. Historical and social barriers and their influence on the current position of women in foreign policy and diplomacy. Comparative analysis of the current situation in Slovakia, Sweden, and Mexico. Case study: Cultural context and gender parity in French diplomacy. Feminist foreign policy. Inclusion and Gender Equality in the Preparation, Recruitment and Early Careers of Young People in Foreign Policy and Diplomacy: Practical Solutions and Measures. Ambassadorial postings and missions in the context of gender equality, inclusion and diversity. Women in foreign policy: EU, UN, NATO, etc. The Role of women in defense policy. Practical solutions, measures and recommendations to increase the representation and status of women and ensure inclusion and equality in foreign policy and diplomacy. Summary & retrospective.

Support literature:

- 1) Cassidy, J. A. (2017). Gender and Diplomacy. Routledge.
- 2) Helgessen, S. a Goldsmith, M. (2018). How Women Rise: Break the 12 habits holding you back. RH.
- 3) Lipman, J. (2019). That's What She Said. John Murray Publishers.
- 4) Aggestam, K. a Towns, A. (2019). The Gender Turn in Diplomacy: a new research agenda. International Feminist Journal of Politics (21:1), 9 - 28, DOI.
- 5) Maliniak, D. et al. (2008) Women in International Relations. Article in Politics and Gender.
- 6) Caroline Criado Perez: Invisible Women (Exposing Data Bias in a World Designed for Men)

Syllabus:

1. Concepts and terminology in the field of gender equality, equal opportunities, inclusion and diversity.
2. Concepts and terminology in the field of gender equality, equal opportunities, inclusion and diversity.
3. Stereotypes, prejudices, double standards and self-limiting behaviours.
4. Historical and social barriers and their influence on the current position of women in foreign policy and diplomacy.
5. Comparative analysis of the current situation in Slovakia, Sweden, and Mexico.
6. Case study: Cultural context and gender parity in French diplomacy.
7. Feminist foreign policy.
8. Inclusion and Gender Equality in the Preparation, Recruitment and Early Careers of Young People in Foreign Policy and Diplomacy: Practical Solutions and Measures.
9. Ambassadorial postings and missions in the context of gender equality, inclusion and diversity

10. Women in foreign policy: EU, UN, NATO, etc.
11. The Role of women in defense policy.
12. Practical solutions, measures and recommendations to increase the representation and status of women and ensure inclusion and equality in foreign policy and diplomacy
13. Summary & retrospective.

Language whose command is required to complete the course:

English

Notes:

Assessment of courses

Total number of evaluated students: 0

A	B	C	D	E	FX
0.0	0.0	0.0	0.0	0.0	0.0

Lecturer: Ing. Andrianna Baleha, PhD.

Course Leader: 18.03.2024